

SEP 10 1953

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

FORTY CENTS

SEPTEMBER 1953



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**PRE-CONVENTION ISSUE**

# How much *can V-Belt* *Preventive Maintenance* **SAVE?**



When you make belts last longer you save on belts, of course. *But that's not all!* In fact, the real saving almost always is many times the cost of the belts.

A chemical company, for example, has a V-Belt drive on a mauler mixer that is exposed to continuous grit from crushed rock, which is treated with sulphuric acid. This is what a belt change costs:

Cost of new belts.....	\$ 20.20
Cost of labor.....	2.25
Cost of lost production during down time..	1000.00
Total cost of belt change.....	\$1022.45

On installations such as this, Preventive Maintenance on V-Belt drives really pays off.

Dayton V-Belt Survey Experts often can extend the time period between belt changes by 50%—through installing Dayton V-Belts. The savings on belts, of course, is worthwhile. *But the real pay off comes in the elimination of costly down time through Dayton's Preventive Maintenance Program.*

Find out what BIG savings you can make with Dayton V-Belts and Preventive Maintenance. Call your Dayton Jobber for further details. He's listed under "Belting" in your local telephone directory. Give him a ring and he'll be glad to help you solve your V-Belt problems.



DAYTON RUBBER COMPANY • DAYTON 1, OHIO

## Dayton Rubber

Since 1905

WORLD'S LARGEST MANUFACTURER OF V-BELTS

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## Communism vs. capitalism; hate vs. horsepower

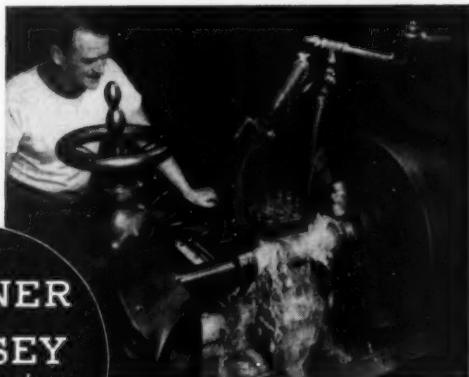
UNDER COMMUNISM (after 21 years of it, and even before wartime scarcities) a worker had to work 30 days to earn 1 pair of shoes. In America, a worker earns a *better* pair of shoes with 8½ hours of work. Yet the communists say they want to bring communism here *to benefit the workers!*

Communism *destroys* by spreading hatred and suspicion of one group for another; sapping the strength of both until their liberties can be stolen

away. Capitalism *builds* by collecting the savings of individuals and investing them in machines and horsepower which, efficiently used, give American workers a standard of living that is the envy of the world.

30 days for a pair of shoes is communism. 8½ hours for a better pair is capitalism. *There* is the whole truth about the two systems; all the rest is deliberate dust in your eyes.

*Statistics: Labor's Monthly Survey,  
July, 1946.*



YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION MACHINERY

## ABOUT THIS ISSUE

As this September issue of MANAGE is our annual "Pre-Convention Issue," our readers might find the editorial on page 6 of special interest. NAF Conventions, past and present, is the topic of the editor's comment.

Other features of note concerning the 30th Annual NAF Convention include the letter from the Governor of Wisconsin, Walter J. Kohler, welcoming the conventioneers to his state. This appears on page 10. On page 11 is the announcement of the new speaker for the Thursday afternoon program.

On page 12 you will find an article written by General Russell L. Maxwell, vice president in charge of personnel and public relations of American Machine & Foundry, entitled "Military Planning for Industry." General Maxwell shows us the importance of planning and training for a better industrial future.

In "Convair's Conservation Program" on page 14, Cecil F. McClure, conservation supervisor at Convair's Fort Worth division and former president of the Convair Management Club, tells how his company saved over \$1,000,000 last year through conservation efforts.

A unique training program for foremen and union stewards recently initiated at TWA is described by Art Clayton in "If I Were Foreman . . ." on page 16 of this issue. As part of this training, foremen and stewards change places in order to better understand each other's problems.

## ON THE COVER



Through the courtesy of Fortune Magazine and its photographer Louis Schlivek, this cover of MANAGE was made possible. Shown is General Russell L. Maxwell, vice president in charge of personnel and public relations at American Machine & Foundry and author of "Military Planning for Industry" on page 12 of this issue. In this article, General Maxwell describes how AMF employs decision, foresight and personnel selection in order to prepare for future industrial expansion.

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

SEPTEMBER, 1953

VOL. 6, No. 1

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## THIS ISSUE'S TOTAL CIRCULATION: 59,247

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to uniting all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 58,777 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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# *Make way for power with a new thrill!*



**T**HREE is vested in this 1953 Buick ROADMASTER a performance combination that can set you atingle with sheer joy.

On the one hand, you have the most advanced V8 engine ever placed in a standard-production American automobile.

*It is the only such V8 with vertical valves, zero power loss muffler, 8.5 to 1 compression ratio. It is the highest-powered engine in Buick history—and the first Fireball V8.*

On the other hand, you have Dynaflow Drive—the new amazing Twin-Turbine Dynaflow.

*It is the fully automatic transmission with new getaway, new quiet, new firmness of take-hold—plus complete and utter smoothness through all ranges. It is, in fact, power delivery in one smooth, progressive build-up that brings*

*you from standstill to cruising pace in a few happy heartbeats.*

But you thrill to more than just power and performance in this superbly crafted Buick ROADMASTER Convertible.

You feel the caress of wonderful weather. With a pull on a button, you sweep back the top—and have the sun-filled sky or the star-sprinkled heavens for your canopy overhead.

And you travel in supreme comfort, control your going with consummate ease.

For here you ride with the level buoyancy of all-coil springing—turn your wheels with the as-needed assistance of Power Steering—brake to slow or stop with velvety sureness and, if you desire, with the almost effortless pressure of Power Brakes.\*

Why not try this wonderful way to go? Your Buick dealer will be more than happy to put a ROADMASTER in your hands for your own demonstration. See him soon.

**BUICK Division of GENERAL MOTORS**

\*Optional at extra cost.

*When better automobiles are built Buick will build them*

# **ROADMASTER**

*Custom Built by* **BUICK**

# EDITORIALLY SPEAKING

## ON THE EVE OF THE 30TH ANNUAL NAF CONVENTION

Back in May, 1924, 403 delegates from 132 factories in 40 Ohio cities came to Dayton for the first annual convention of foremen's clubs. The conclave was sponsored by the Ohio Federation of Foremen's Clubs, which was to become The National Association of Foremen at the third annual convention in 1925. The members of the Foreman's Club of Dayton swelled the convention crowd to 1200 men of management.

This month—September, 1953—we see the 30th annual convention being held in Milwaukee. Instead of 403 delegates from 132 factories in one state, there will be nearly 2,000 delegates from 1300 factories in over 35 states.

Louis Ruthenburg, now chairman of the board of Servel, Inc., had been without doubt the strongest single influence in getting the foremen's club movement off to a start in 1919 when he enthusiastically instructed a class of foremen on the broader aspects of the management profession. At that time,



Mr. Ruthenburg was superintendent of the Dayton Engineering Laboratories Company. During the first annual convention, he saluted the group with: "I believe that the constructive extension of foremen's clubs holds unlimited possibilities for the good of industry and for the higher development of manpower. May your first annual convention establish an important milestone on the long road of industrial achievement."

The late Thomas B. Fordham, superintendent of the Delco-Light Co., of Dayton, was the president of the Ohio Federation of Foremen's Clubs at the first annual convention for these representatives of the management team. In 1925, Mr. Fordham was to be elected president of The National Association of Foremen and through his leadership the NAF was to grow until it became so big that it now reflects the affection, wisdom and hard work of countless individuals.

But as President Edward O. Seits of North

American Aviation, Inc., raps the gavel for the opening of the 30th Annual Convention in Milwaukee on September 23, many industrial and business managers in the audience before him will have on their lips silent prayers for men like Tom Fordham and Louis Ruthenburg who, in 1924, blessed a movement which could bring only good to free enterprise industry.

The principles of the NAF are as American as the annual summer vacation, baseball or the observance of Thanksgiving and the Fourth of July, and these principles have guided the NAF from the very beginning of its existence in 1919. It is astounding to most newcomers to NAF work that an organization exists for the advancement of its members in the profession of management by strengthening the individual companies and the free enterprise system through constant improvement of individual management men and ever-increasing the efficiency of the teamwork between members of the management groups in industry and business.

It is not unusual for organized labor to scoff at the NAF because the NAF insists that collective bargaining can never be exercised within the management group, although the Association has never condemned the use of ethical, intelligent collective bargaining by organized labor.

Neither is it unusual for a member of top management to criticize the NAF for steadfastly refusing to declare war on organized labor in its capacity as the largest organization of management men in the world.

But it is indeed noteworthy that the same labor people who have ridiculed the NAF in the past are those men representing employees in companies where labor grievances are handled perfectly by NAF-trained management men and the number of written grievances is less than one-half or one-third of what is used to be.

Many industrial leaders who thought the NAF ought to be fighting labor are seeing their own companies operate more successfully because of peaceful labor-management relations through respect for good foremen and supervisors by the union employees.

Truly, the greatest untapped resource of modern free enterprise industry is management unity via the foreman and supervisor. The larger the NAF grows, the faster it grows. The 30th Annual Convention will provide momentum enough to stretch the national membership to 75,000 members within a few months.

*Reschins*



Chevrolet's striking Bel Air Sport Coupe. With 3 great new series, Chevrolet offers the widest choice of models in its field.

## How Chevrolet's new high-compression horsepower takes you more places on less gas . . .

You see *two* pretty exciting kinds of horsepower in our picture up there.

One is the *rarin'*, *buckin'*, four-legged kind of horsepower that makes a rodeo a popular place to go.

The other kind is the smooth, quiet horsepower of that fine spankin' new Chevrolet.

The beauty of Chevrolet's new power is this: It gives you faster acceleration from a standing start. Greater and safer passing ability in traffic and on the open road. More "steam" for steep hills. And all on less gasoline—a *lot* less gasoline! And on *regular* gas at that!

How can you get more power on less gas? High compression is the answer. In simple terms, the fuel mixture is squeezed much tighter so that the engine wrings much more power out of it.

Chevrolet brings you the benefits of high-compression power whether you choose the mighty 115-h.p. "Blue-Flame" engine teamed with Powerglide\* or the advanced

108-h.p. "Thrift-King" engine with standard transmission. Both of these engines deliver finer performance and far more miles per gallon.

But high-compression power is only one of the things you'll like about the new Chevrolet. For example, you'll like the extra-low upkeep; the beautiful Body by Fisher; the smoother, softer ride; the easier braking action. And there's much more, including Power Steering,\* if you wish, to do eighty per cent of the work of turning the wheel!

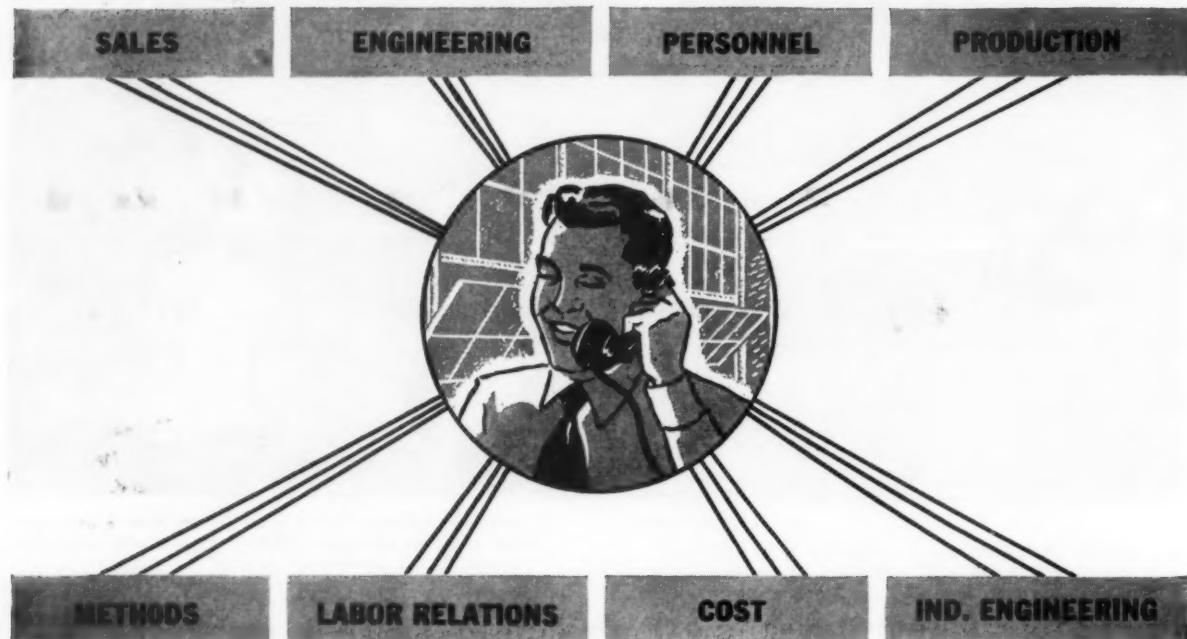
Isn't it only common sense that because Chevrolet builds *more* cars than anyone else, Chevrolet can build them better in *every* respect—and sell them for less? Your Chevrolet dealer will gladly demonstrate whenever you drop in. Chevrolet Division of General Motors, Detroit 2, Michigan.

\*Optional at extra cost. Combination of Powerglide automatic transmission and 115-h.p. "Blue-Flame" engine available on "Two-Ten" and Bel Air models only. Power Steering available on all models.

MORE PEOPLE BUY CHEVROLETS THAN ANY OTHER CAR!



# **FOREMEN are “IN THE MIDDLE”**



Yes, at Revere Copper and Brass Incorporated, the foremen are "in the middle." That is—they are the key men whose work is at the very heart of Revere's operations.

That is why, at Revere, the foremen are thoroughly informed of all developments within the company. Their close contact with other management personnel is maintained through meetings, letters and booklets that are all a part

of Revere's progressive Foremen's Understanding Program.

When Paul Revere founded the first copper mill in America, it is probable that his business associates were also his friends and neighbors. It is still recognized at Revere Copper and Brass Incorporated that everyone's future personal success depends on the team-work of all. That's why we're all "partners in Revere."

**REVERE**  
**COPPER AND BRASS INCORPORATED**

*Founded by Paul Revere in 1801*

230 Park Avenue, New York 17, New York

SEE REVERE'S "MEET THE PRESS" ON NBC TELEVISION, SUNDAYS

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Sales Offices in Principal Cities, Distributors Everywhere*



For a  
Rocketing  
Good Time...

*Take off for the kick-off in a "Rocket" Holiday! It's the best seat to the game . . . the best seat to go anywhere for that matter! You'll thrill to the surging might of Oldsmobile's magnificent "Rocket" Engine! You'll marvel at the ease of Power Steering\* for turning, parking . . . at the swift, sure, effortless response of Oldsmobile Power Brakes\*. Best of all, you'll ride in a car whose gay spirit fits every gala day . . . a flashing Super "88" Holiday!*

\*Optional at extra cost.



*Car illustrated above: Super "88" Holiday Coupe. A General Motors Value.*

"ROCKET" ENGINE

**OLDSMOBILE**

OLDSMOBILE DIVISION, GENERAL MOTORS CORPORATION • LANSING, MICHIGAN

*Free! Fascinating 48-page booklet—  
"How to Watch Football"—by 13 top  
coaches. See your Oldsmobile Dealer!*

OFFICE OF THE GOVERNOR  
MADISON, WISCONSIN

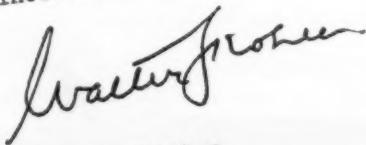
September 1, 1953

To The National Association of Foremen:  
It gives me great pleasure to offer to The National  
Association of Foremen the welcome of Wisconsin on the occasion  
of your annual convention here in September.

America owes much to you who are the "top sergeants" of our  
mighty industrial organization. Your good work has been a  
vital factor in the development of American industrial pro-  
ductivity to world leadership. This has assured our national  
security and progress, and has enabled us to strengthen the  
resources of the entire free world in defense of our common  
purposes.

Your convention in Milwaukee will be, I am sure, an ex-  
ceptionally pleasant and profitable one. I wish your associa-  
tion a very successful meeting and I hope that you will enjoy  
to the full the hospitality of our state and its chief city.

Sincerely yours,



Walter J. Kohler  
Governor





THURMAN SENSING

# CONVENTION SPEAKER

Thurman Sensing, Executive Vice President of the Southern States Industrial Council, will be one of the featured speakers at the 30th Annual NAF Convention in Milwaukee. He will replace Charles R. Hook, Chairman of the Board of Armco Steel Corporation, who has been called to South America on business and will be unable to address the convention. Sensing will speak on "Destiny Challenges America" on Thursday afternoon, September 24.

## Would you apply for these jobs?

These make-believe help-wanted ads point up an important fact about industry. For every man on the job, there has to be a sizeable chunk of money invested in tools and plant facilities. For example, in the Standard Oil Company of Ohio, the amount of money invested per employee comes to \$19,100! This money comes from stockholders who risk their savings in the hope of getting a fair return. It helps to raise the living standards of all of us by creating new jobs, boosting production, and improving product quality.



The STANDARD OIL Co. (OHIO)

• HELP WANTED •

PUMPER for oil lease, to maintain well pumping equipment, tank battery, perform gauging duties, etc. Do not apply unless you can invest \$90,000 in drilling of well. Success of well not guaranteed, of course.

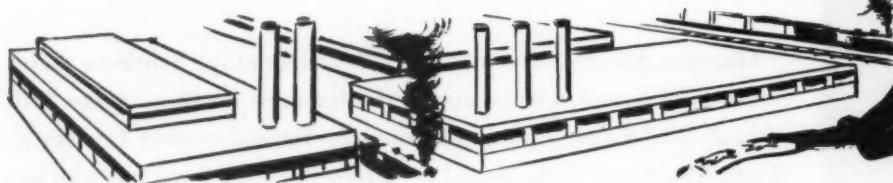
REFINERY WORKERS—Major oil company can add 33 men to its refinery force if it builds cat-cracker costing \$15 million. Interested in interviewing 33 men who collectively can invest \$15 million in new cat-cracker.

DRIVER for oil company transport truck, thoroughly experienced, in good health. Must furnish own truck or \$23,000 to buy same.

MEN to train as service station salesmen. No experience needed, but each man must advance \$10,000, his share of cost of building station.

TANK POURERS

# Military Planning for INDUSTRY



*In 38 years of Army life—from West Point Cadet to Major General—a man learns to appreciate the importance of conducting affairs orderly and the necessity for intelligent performance by all members of a team. It is good for American industry to have the thinking of a military leader in regard to the careful selection and training of industrial team members. General Russell L. Maxwell, vice president in charge of personnel and public relations of American Machine & Foundry Company, here explains the importance of military planning in industry.*

**S**OUND company organization is extremely important in the present period of industrial expansion when more dollars are being put into new plants and production equipment than ever before in our history. The tremendous growth of our country's production capacity brings with it responsibilities on the part of management which demand the application of greater intelligence to the problem of company organization than we have ever applied to this phase of business before. Long range planning is an integral part of this task. It is especially important in a company such as ours, American Machine & Foundry, in which there is a considerable diversity of products and broadly scattered plant locations.

In building a sound organization there are three essential elements—Decision, Foresight, and Personnel Selection; decision on the objectives sought and the means to be used in achieving them, foresight as to the probable and possible directions of the future activities of the company, and selection of quali-

fied personnel to man the organization. I emphasize these factors, particularly the first, because over a long period of time I have observed the adverse consequences of attempting to build an organization without definite decisions on the part of top management on three important questions: Why is the organization being created? What is its purpose? How is this purpose to be accomplished?

Despite the apparent simplicity of this first step, it is frequently neglected or only vaguely articulated. Confusion on these points in the thinking of the policy making echelons of management results in conflicting purposes at other levels which no amount of stop gap organizing can remedy. This is particularly true in the organization of a company whose activities are in many fields and involve coordination among many different staff and operating departments, groups and divisions. The more complex the organization, the more important it is to make definite and well articulated decisions on the objec-



tives and methods of executing changes in that organization.

The second essential element in creating an organization is foresight, the ability to look beyond immediate objectives. The role of foresight is perhaps nowhere else so clearly illustrated as in military organization. As an example, let us look at a soldier in a forward trench. He does not have to use too much foresight as his problems are strategically, though not humanly, comparatively minor ones. He is probably debating whether he should eat that sandwich now, or save it a little longer, whether he should fire all his rounds of ammunition now and sit down in his trench and call it a day, or hold on to them until he really needs them, whether his wet feet can stay wet a little longer or whether he'd better put on some dry boots and socks at once. Being concerned with these immediate and all too pressing decisions, the soldier is not in a position to exercise a great deal of foresight in solving his problems. I should say that he planned about an hour ahead.

Continuing upward through the military organization by moving back from the front lines to the Company Headquarters, we come to the Captain of the Company. He is probably trying to decide what he and the enemy will be doing tomorrow. His foresight has to be good for one day ahead and probably not much more. Moving along to Regimental Headquarters, we find the Regimental CO worrying about the arrival of replacements, whether the ammunition he was promised by Division Headquarters is arriving on schedule, and whether his aid station is capable of handling the casualties he must count on. All this requires looking ahead and anticipating the problems he will be faced with one week from now.

Shifting our attention to Division Headquarters, we would expect to find a Division Commander looking ahead a month in advance. That's about the time it takes for all of the logistical activities of the Division to bear fruit once the CO has decided on a course of action.

Next we come to Army Head-

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quarters. They must plan at least one quarter, three months, in advance to insure against all eventualities. From Army Headquarters we fly to Tokyo to our friend Mark Clark's Headquarters. General Clark had better be thinking a year ahead. If he is not, he won't be a successful theater commander.

At last we come to the Pentagon. Here is where you have to plan a

business management might do well to adopt.

The third element in organization of a company is the selection of personnel. The task of selecting qualified personnel to enable all organizational elements to function effectively is extremely important. Members of a well-balanced organization are the valuable tools which turn procedures, policies,



generation in advance, not for the war in which you're currently engaged, but for the end of the first year of the next war you may have to fight.

My point is that the responsibility for long range planning belongs to the top executives in the organization, be it military or civilian, and that the higher up you are in an organization, the farther ahead you have to look. The men responsible for company organization must look far into the future.

In passing I might add that military organization is a systematic structure that has evolved through many centuries of effort. It is readily adaptable to expansion and able to cope with the problems of increased size and complexity of operations. I believe that its techniques can meet the administrative problems which have developed in the management of expanding businesses. The various levels of well defined responsibility for planning for the future are features of military organization which

and objectives from raw materials into marketable products.

Being in charge of personnel at American Machine & Foundry Company, I interview a good many people in the course of a year, and my staff interviews a great many more. When an interviewee does reach my office, the first question I ask him, looking him squarely in the eyes, is, "What do you want to do?" If he can't answer that question, and he's over thirty-five years old, there isn't any use in my going further with him. However, if he readily answers with an intelligent statement, I deem it worthwhile to follow through with an interview.

The next question I ask is, "Where do you want to do it?" because I'm convinced that geographical preference is a determining factor in the success or failure of an individual's efforts for the company. If the prospect is wedded to Independence, Missouri, or Boston, Massachusetts, he'll be unhappy if you move him to some other location.

(Continued on Page 28)

# CONVAIR'S

## CONSERVATION PROGRAM

Cecil F. McClure is a supervisor in the conservation section of Convair at Fort Worth and was president of the Convair Management Club in 1952.



By Cecil F. McClure



LAST year conservation activities at Convair's Fort Worth division paid off with big dividends—a grand total of \$1,208,228 was saved. This record savings represents the efforts expended by every employee in the division from Division Manager August C. Esenwein to the riveter on the assembly line. It includes savings made from improved material utilization, frugal control of stationery and office supplies, increased emphasis on the proper care and handling of perishable tools, education of employees in the use of operating supplies and the reduction of utility expense. Our record for 1952 has proved to us that we can make conservation efforts pay off on almost every category of expense and that we have developed a sound approach to the conservation problem.

### OUR THEORY OF CONSERVATION

Convair's theory of conservation is based on the premise that the most effective way to avoid waste is to combat it at its point of generation. When any product is made, waste will result, but this waste can be reduced to an economic minimum by setting up preventive measures at the source where waste is likely to occur. The idea of extensive reclamation and salvage programs to obtain the maximum financial gain from material that has unnecessarily become scrap is nonsense. Only after every effort has been made to prevent all types of wastes should reclamation and salvage enter the picture. It then becomes an integral part of the overall conservation function.

To practice preventive conservation to its fullest extent, it is necessary to make every employee within the organization "conservation

conscious;" that is, he must be made aware of the necessity of and the critical need for conservation in carrying out his duties. Since line supervision is in direct contact with all sources of waste and is necessarily more familiar with causes of such waste, it is their responsibility to educate and train the employees to think and act in keeping with preventive conservation ideas.

At this point someone will undoubtedly say that the theory is fine, but it won't work! We've proved it will work at Convair, and here's how . . .

To serve as a motivating influence—a vital stimulus—the preventive conservation section uses intensive communication to bombard every level of supervisory, salaried and hourly employee with conservation thinking. The weekly *Newsletter* from the division manager to all supervision points out specific examples of wasteful prac-

(Continued on Page 34)

MANAGE September 1953

With all this...

It's great to be a

DeSoto-Plymouth

Dealer!

TWO DISTINGUISHED SERIES  
OF DESOTO CARS

- Fire Dome V-8 Models
- Powermaster Six Models

THE GREAT NEW PLYMOUTH

- Value leader of the low-price field

THE CHRYSLER CORPORATION  
REPUTATION

- Famous for Finest Automotive Engineering

THE INDUSTRY'S MOST  
ADVANCED FEATURES

- Full Power Steering
- Power Braking
- Mighty Fire Dome V-8 Engine

OUTSTANDING ADVERTISING  
SUPPORT

- The Industry's Number One Television Show
- A Radio Show Consistently Among the Leaders
- Groucho Marx As a Great "National Salesman"
- Big National Magazine and Newspaper Campaigns
- Effective Merchandising Programs

LARGE, HELPFUL FIELD  
ORGANIZATION

MOST MODERN PRODUCTION  
FACILITIES

DESOTO DIVISION, CHRYSLER CORPORATION

*The Shop Steward Faces the Foreman's Problems—and Vice Versa—in a Unique Training Program Which Is Creating Improved Labor-Management Relations for Trans World Airlines.*

# IF I WERE FOREMAN . . .

By Art Clayton  
Trans World Airlines  
Kansas City, Missouri

A young man in white coveralls looks up from the typewritten note lying on the big desk in front of him and greets the man coming in the door.

"Hello, Mac. Guess you've come in to see me about the fellow I suspended the other night for sleeping on the job?"

The other nods and eases himself into the chair across the desk. "Yes, Bill. As his shop steward I want to give you his side of the story."

Not an unusual scene, is it?

Except in this case the man behind the foreman's desk is a union man—shop steward—and the one representing the suspended mechanic is a foreman.

That's the unusual twist Trans

World Airlines is applying in a new foreman-steward training program developed for its system overhaul base in Kansas City, Kan.

Foreman-steward relationships at the base weren't always everything that could be desired. Where the first point of contact between management and labor is made—the shop foreman and the shop steward—minor disagreements or misunderstandings often led to costly and time-consuming grievances.

Company management and union representatives agreed that something could be done to help the situation.

When the planning group finally sat down to map its program, top representatives were present from the overhaul base management, the IAM (International Association of Machinists), regional industrial re-

lations, and the training section from industrial relations staff.

What they came up with—a conference type training program which brought foremen and stewards from the same shops together—is unusual in industry. It was no "canned" training program designed to fit any and all types of plants but one tailored for TWA's specific problems.

Thus when the foremen and stewards get together they're on familiar ground. They're talking about their own jobs and can draw on their own experiences and job knowledge. And what they learn has concrete meaning.

The six-hour program is split up into two-hour sessions, three days running. It begins with C. T. Cardwell, training manager, outlining in brief the purposes of the conference:

1. To improve cooperation between foremen and stewards.
2. To develop mutual respect and consideration for each other personally and for each other's problems.

The rest of the first two-hour period is devoted to each group—the foremen and the stewards—developing a list of their responsibilities from the standpoint of the human relations phases of each job. As the men work out the list Cardwell writes them in two columns on the blackboard.

When the lists are completed, the foremen and stewards are amazed at the striking similarity. Both have such responsibilities as "keeping people informed in advance of things that will affect them," "safety and health," "setting a good example," "indoctrinating new employees." The major difference is the foreman's responsibility for directing the work activities of his group.

**THE SHOP FOREMAN AND THE UNION STEWARD exchange places** in a training program introduced recently by Trans World Airlines at its system overhaul base in Kansas City, Kan. Designed to promote cooperation between foremen and stewards through better understanding of the other's responsibilities, the conference-type program is now being extended to other TWA locations.



Realization of how closely the "human aspects" of their jobs parallel the other is the first major step in bringing the stewards and foremen together on common ground. When they understand this, the ice is broken.

By the second day the group is entirely at ease and discussion flows smoothly—and freely. It is at this point that the conference leader tosses in the first real test.

Incidents which had actually developed into grievances or serious situations at some TWA location involving a worker are described to the group. The first of these may go something like this:

"The worker has looked at the vacation list and finds he has been given only 10 days vacation. He talks to his foreman who insists that 10 days is correct, although the employee believes he is due 11 days according to his understanding of the policy. With no further explanation from the foreman, the employee goes to his shop steward. How would you (both foremen and stewards) handle this situation if you were the employee's steward?"

Suggestions came fast. Mild arguments develop. A copy of the union contract comes out of a pocket. It is studied and interpretations hastily given. Eventually someone lights on the clause which reads: "Work days to be allowed for vacation according to number of full years' active service with the company."

A question to the conference leader brings out the answer—the worker had been laid off for seven months back in 1948. Thus, although his seniority had continued for the full period, he did not have 10 full years of active service behind him and therefore was not eligible for 11 days vacation.

The first lesson—the big, all-important one—is learned. Get the facts, get them all and get them right, before you blow your stack at the other guy!

A couple of more cases like this and the boys give up the quick guesses and start immediately to dig out the facts. It's amazing, they find, how the right information can so easily correct an unhappy situation.



C. T. CARDWELL, manager of training for TWA, reviews important points necessary to good shop relations with several of the participants in the program: W. T. Oglesbee, steward; R. J. Fitzpatrick, steward; Joe Hubbard, foreman; W. H. Richardson, foreman; Cliff Miller, general chairman of district 142 of the International Association of Machinists, and P. E. Illman, supervisor of training.

Following group discussions of such cases, on the third and final day the conference moves into the "role-playing" phase. Two men volunteer to take the roles, a steward as the foreman and a foreman as the steward.

The conference leader then gives each man a copy of a "case history"—another incident which actually happened in the company. A foreman has suspended a man for sleeping on the job. From information given him by the employee, the steward feels the man has been unjustly treated and comes to the foreman to talk over the matter.

On the surface it would seem the employee had a good argument but the two role players approach the problem warily, looking for the "hooker." Eventually, after much digging, they find it: The simple explanation which if sought out in the first place would have eliminated the employee's feeling of unjust treatment.

Again the stewards and foremen see the real value of getting the facts first—and of understanding the other man's point of view. The conference ends on this now familiar formula:

1. Get the facts.
2. Consider all possible solutions.

3. Determine the best solution, taking into consideration the effect on the individual, the foreman, the steward, the company, the union, the entire work group.

#### 4. Take action.

What does TWA hope to accomplish with this new type of training? Perhaps the best answer lies in the opinions of three of the people concerned most with the subject.

D. W. Harris, vice-president of industrial relations, sees the steward-foreman conferences as filling a long-felt need in TWA's personnel relations program.

"As is the case in many companies the size of TWA, personal contact between the worker and his supervisor has often been neglected simply because of the complexity of industrial production. This lack of familiarity leads to misunderstandings. Communications break down, suspicion and distrust develop, grievances multiply.

"TWA's steward-foreman conferences are a very important step in overcoming this condition. Not only do the men in the shop, represented in the conferences by the steward, become better acquainted personally with their foremen but

(Continued on Page 45)



# Washington Report

## for SUPERVISORS

By HAROLD A. ARBEEN

WITH the adjournment of the 83rd Congress, Washington has entered its annual doldrums. Legislators have left here for their homes in cities and hamlets throughout the country. Some will remain home to mend political fences or plot political strategy; others will begin long vacations in hopes that conditions will not demand their return here before January.

Washington correspondents are finding more time for bull sessions in the National Press club bar or for leisurely luncheons in the dining room. Lacking spot news, many writers are sending to their home publications "think" pieces evaluating activities of Congress and the White House the last six months.

Opinions, of course, are divided. However, even a casual observer recognizes that vigorous attempts have been made to halt the system of give-way, throw-away, colossal spending, and downright pilfer under which the federal government has been operating for more than a score of years.

**Sen. Styles Bridges, New Hampshire Republican, who is chairman of the important Senate committee on appropriations, thinks the whoopee era of government has come to an end and the country is back on the road to sound fiscal policy.**

He notes that between last Jan. 20 when President Eisenhower took office and Aug. 3, when the first session of the 83rd Congress adjourned, there was a reversal in the 20 year trend toward vast government spending and that steps have been taken which will enable the government to balance its budget in the foreseeable future.

With appropriations reduced nearly 21 billion dollars below

those of the 82nd Congress and more than 14 billion from the original Truman budget estimate, Bridges says:

"This record is remarkable not only in savings to the taxpayers, who in the next few years will benefit by this policy, but also in blocking the further inroads of a Washington Bureaucracy, which, in the past two decades, has come more and more to influence and direct the thinking and actions of every living American."

"These reductions were accomplished mainly by admirable teamwork between President Eisenhower and the Senate and House appropriations committees, acting for Congress. They were also accomplished by the determined will of both congressional and administration leaders to construct from the financial chaos which they inherited a sound fiscal foundation on which to build a strong government structure in the immediate future."

Meanwhile, President Eisenhower continues to crack the economy whip over the heads of department and agency heads in an effort to forestall calling Congress back to raise the debt ceiling. He has asked departmental

heads to hang on to every dollar they can and to effect economies wherever possible.

Business leaders, recently appointed to key posts in government, are applying lessons learned in private industry to operation of the country's affairs. They are carrying out the President's edict of economy in thousands of small ways rather than in across the board slashing which would weaken or endanger national security.

As every foreman and supervisor knows, it is the little leaks which must be plugged if a company is to operate in the black instead of in the red. Waste must be held to an irreducible minimum and output geared to the maximum of human effort.

So it is with the world's biggest business machine—the United States government. It is encouraging to note that business men in government are plugging up a multitude of small leaks and damming up some big ones.

Bagdad-on-the-Potomac also has its lighter side and Rep. Oakley Hunter, the California Republican who served as an agent for the Federal Bureau of Investigation before his constituents sent him to Congress, notices many odd things that happen. Here are some of them:

The Soviet Embassy in Washington reportedly burns its official papers in top secret fashion at the Kenilworth city dump instead of in an incinerator provided for the purpose. Hunter says the men from Moscow haul their papers across town in an old blue school bus under heavy guard.

Observers here were surprised to

(Continued on Page 46)

MANAGE September 1953

If you have a special question regarding Washington legislation as it affects free enterprise, the management profession or you as an individual member of management, please address it to Mr. Arbeen, MANAGE Magazine, 1001 National Press Building, Washington 4, D. C.

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Dr. Stout

# How Stubborn Can You Get?

By WILLIAM LEVY

A young clerk in a clothing store approached the owner one day and told him that he had been noticing the merchandise in their competitors' windows. It was his belief that their own line of men's shirts was superior and since they were heavily stocked, suggested that they advertise, thereby turning the inventory into cash.

The boss immediately replied that his father had run this store for twenty years and never advertised, that he had run it for five years without advertising and he didn't intend to begin now.

What type of attitude or mind did this owner have? Let's take a look at another case before we decide.

Not too many years ago a town council in Ohio passed this ordinance, "Be it ordained that we shall never permit a railroad train to pass through this town because we understand a railroad train will travel 15 miles an hour. God never intended that man shall travel that fast."

Do these illustrations seem far fetched to you? Well let me assure you that in every plant, every group of management men that I've met during the past eight years, there are always a few people who brag, "I've been doing it this way for 20 years and I'm not changing because of some new-fangled idea or methods brain-storm." Someone has described a rut as a grave with the edges turned down and some people say, "right or wrong, come hell or high water, this is the way its going to be." Perhaps you call this a strong will. I call it a darn fool. I can assure you there is no more unhappy or unpopular man in the plant.

Once in a joking vein, Benjamin

Franklin defined reason as "The faculty which finds reasons for doing what you wish to do anyway." This is an easy trap to fall into because the results of such thinking are very pleasant and ego satisfying. You know that you should pay off some old doctor bills, but you can always make up fourteen good reasons why you should buy a new car. The sweeper in the shop breaks a broom. When you check with him and ask how it happened, he tells you the truck ran over it or anything else except that he himself is to blame. Try to keep this little thought in mind when you are trying to prove that you're right. There are at least three sides to every question: yours, mine and the right one.

## PEOPLE ARE LIKE MULES

I'm sure you remember the illustration of the farmer beating the stubborn mule with a whip trying to get him to move forward. The more he beat, the more stubborn the mule became and the farmer soon exhausted himself, both in body and temper. Along came a little boy who held a bunch of carrots in front of the mule. The mule followed him. *People are like mules in that they can be led where they cannot be driven.*

The greatest untapped asset in industry today is the difference between what your employees do and what they could do if they wanted to. The big half of a man's effort is not for hire. It is a voluntary effort. The results obtained by fear, compulsion and the big stick can't possibly compare with those obtained through voluntary cooperation. Today you can't boss people and scare hell out of them anymore than you could the mule. You

direct their work and lead their thinking.

Management-labor relations are most successful when they are based on sound human relations and voluntary cooperation. Force or compulsion in any way shape or form has never proved satisfactory for any period of time. Some people think that laws compelling us to act in a certain acceptable manner are the final answer. Let me close this little conversation with you with a quotation. It's not mine but like so many things I accumulate I don't know the origin.

*The most satisfactory and happiest human relationship is the product not of legal compulsion, but rather of voluntary determination among human beings to cooperate with one another. Though we may legislate to the end of time, there will never be industrial peace and harmony without good faith, integrity, a high degree of responsibility and a real desire to cooperate on the part of all parties concerned. Without this spirit of good will, all of the social, economic and labor laws of man will prove eventually to be in vain."*

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## WHO GETS AMERICA'S BEER DOLLAR?

### I

**I**N the long run every penny taken in by any business is paid out to *people*.

Let's see which people got the American beer dollar in the year 1951 (the latest year for which figures are available).

Our clues for this can be found in the *nature of the brewery costs* which were as follows:

1. COST OF GOODS AND SERVICES BOUGHT FROM OTHERS	36%
2. COST OF HUMAN ENERGY (Payroll, Pensions, etc.)	13%
3. COST OF PAYMENTS ORDERED BY GOVERNMENT (Taxes)	43%
4. COST OF TOOLS WEARING OUT (Depreciation, Obsolescence, etc.)	2%
5. COST OF USING THE TOOLS (Profit, Dividends, etc.)	6%
	100%

Regarding the last item (Cost of Using the Tools), it should be remembered that all business assets are tools used either in the production or exchange of the product: there is no reason for any corporation to own anything that does not serve one or both of these purposes.

The item called profit, therefore, is the amount collected from the customer for the use of the tools.

### II

**F**ROM looking at these costs, let's see who got this money.

Item No. 1 was paid out to farmers for grain, to railroad workers for hauling it, to advertising people, accountants, lawyers, and thousands of other workers involved in supplying the goods and services that breweries had to buy outside.

Item No. 2 was paid to the people who are on the brewery payroll.

Item No. 3 was paid out to whichever people benefited from government payroll and spending.

Item No. 4 was paid out later to the people who replaced (or will replace) the worn-out tools.

Item No. 5 was paid out *in part* (1/3 of it) to the people (the stockholders) whose investment supplied the tools.

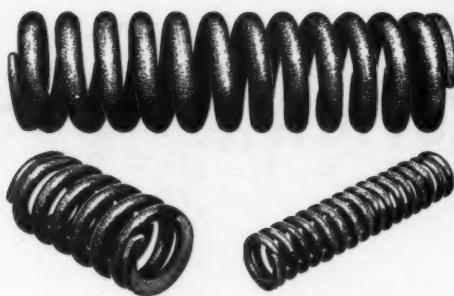
The balance of Item No. 5 was kept in the business and added to the stock of tools.

### III

**T**HUS we see who got how much of America's beer dollar for doing what.

Aside from taxes (which are abnormally heavy), it is a typical American "capitalistic" distribution pattern.

Many people still criticize this pattern, but one thing can be said about it: it may not be perfect in its "social justice," but it comes closer to perfection than any other system in any part of the world.



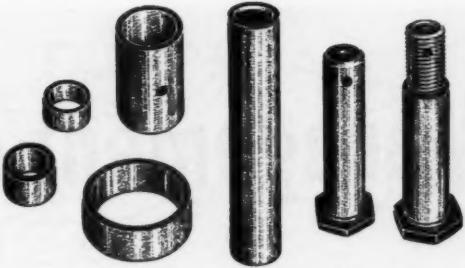
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Stock diameters from  $\frac{3}{8}$ " to  $2\frac{1}{2}$ "; lengths, from 1" up to 60"; capacities, small up to 85,000 pounds. All ASF springs are completely heat-treated and tempered, and can be shot-peened to prevent development of fatigue cracks.



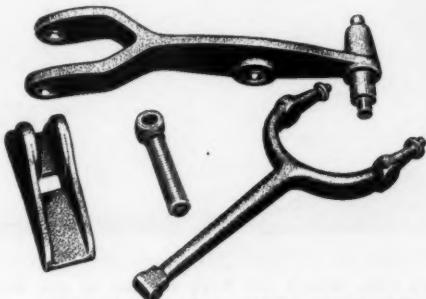
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# Management on Review...



**WE CAME 4,000 MILES BY AIR** reads the banner of Air Explorer Squadron #2 of Miami, Fla., which the boys carried to the Boy Scout Jamboree in Los Angeles. The squadron is sponsored by the PAA Management Club for sons of Miami based PAA employees. Pictured above are, left to right, Philip Johansen, assistant squadron advisor Edwin S. Johnson, and John Boger.



**PRESENTING THE NAF CHARTER** of the Sylvania Management Club of High Point, North Carolina, to Club President H. J. Pearl is O. A. Harrill, NAF director. Pictured are, left to right, H. H. Williams, vice president; L. K. Morse, treasurer; Harrill; R. E. Frost, secretary; Pearl, and E. S. Maclin, NAF field worker.

## ROCKY MOUNTAIN INDUSTRIAL EXHIBITION

*Denver, Colorado*—The Rocky Mountain Industrial Exhibition, staged yearly by the Rocky Mountain Management Club, was held this year at the University of Denver, September 10-12. It was open to the public all three evenings with a matinee on the afternoon of the last day. Public shows featured a vaudeville performance, in addition to the varied and instructional exhibits.

New this year was a "by-invitation-only" session, held previous to the opening of the doors to the general public and intended primarily for exhibitors who were interested in talking to prospective customers in a semi-private atmosphere.

Purposes of these exhibitions are:

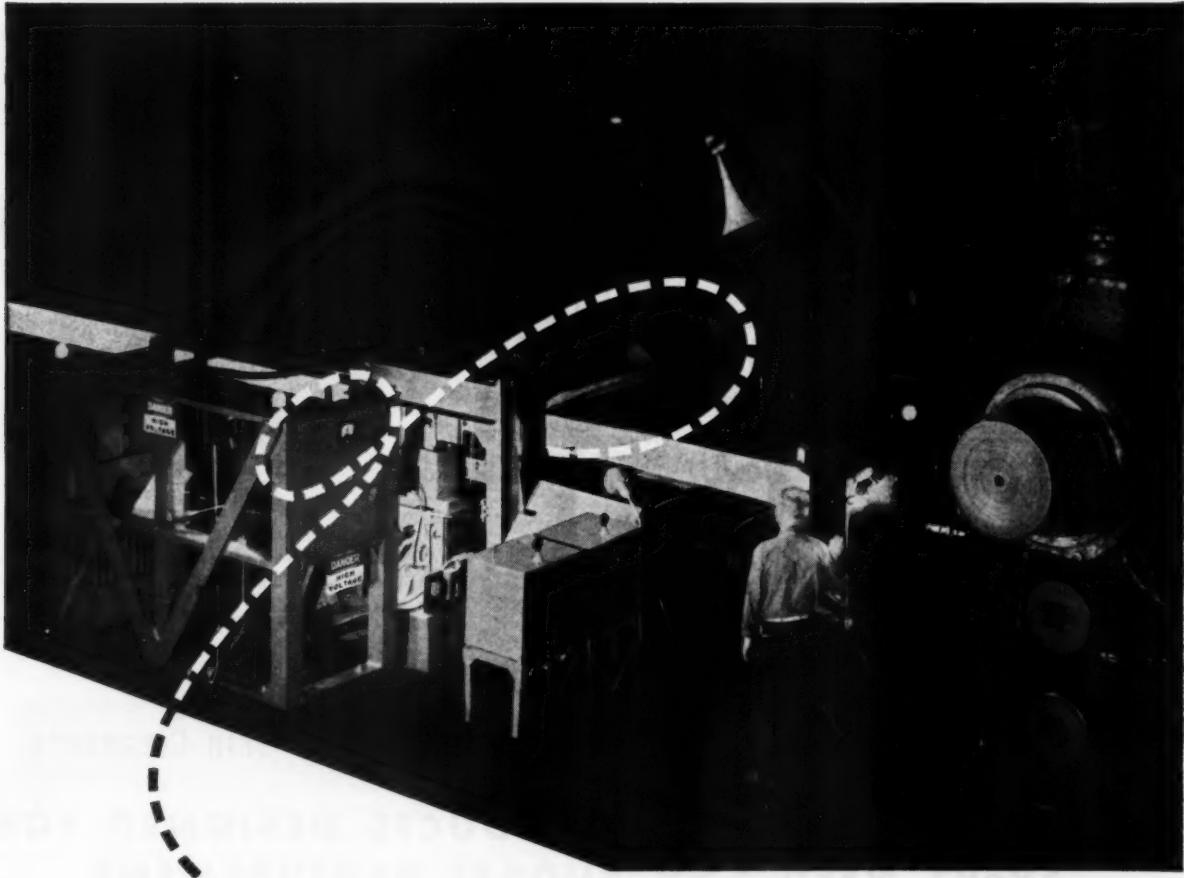
1. To offer industry an opportunity to display merchandise and demonstrate services.
2. To stimulate trade, lend impetus to the exchange of ideas and promote industrial expansion in the Rocky Mountain area.
3. To aid in the development and maintenance of good will among production management, distributors, workers and consumers.
4. To demonstrate the area's industrial importance to the nation and the world.

The exhibition has evolved from a series of annual "Industrial Night" meetings started almost ten years ago by the club for members and invited guests.

Following the end of the war the number of exhibitors at these "closed shows" continued to increase. In 1950 space limitations forced the Industrial Exhibition to move from a downtown hotel into its present location at the University. Also, in that year, the doors were opened to the public.

*Harold S. Craig*

*MANAGE September 1953*



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"MAN-OF-THE-MONTH" award of the Lockheed Management Club, Burbank, Calif., was recently presented to Doug Kelley (left) by C. S. Wagner, (right) director of manufacturing engineering. Kelley was nominated and later elected president of the club soon after his selection for the award.

#### MORRIS H. PALMER AWARD

Queens County, New York—The Queens County Management Club has announced the establishment of the Morris H. Palmer Management Award to be presented annually to an outstanding industrial organization of Queens County or an individual who has made an outstanding contribution in management.

This award is being established in memory of the late Morris H. Palmer who was killed in an automobile accident in July, 1952. Palmer, who was director of manufacturing and research at the Durkee Famous Foods division of the Glidden Co., was a director and past president of the Queens County Club.



A GOLF PARTY was held recently by the Spang Chalfant Supervisors Association of Ambridge, Pa., at the Ambridge Country Club. Pictured are club golfers Charles Baran and Steve Girgosh.

# NAF in Action

The Liquid Carbonic Management Club of Chicago recently elected the following officers: Ed Kolk, president; Harvey Kaywood, vice president; Paul Nielsen, treasurer, and Bill Runge, secretary.

The Foremen's Club of the Buffalo Branch of the American Brass Co. recently awarded a \$50 scholarship to Miss Claire Dyckman, daughter of an American Brass employee.

Newly-elected officers of the Great Lakes Steel Management Club are William Havican, president; Wilber Clark, vice president; F. W. Parkinson, Jr., treasurer, and Lawrence H. Egland, secretary.

The first annual scholarship to be awarded by the Doehler Foremen's Club of Batavia, N. Y., was presented to Miss Anne Schmitt for maintaining the highest high school scholastic average of graduating sons and daughters of Batavia Plant employees.

The Chicago Rawhide Management Club for the third year has set aside a fund to aid in sending youngsters from the Division Street YMCA in Chicago to Camp Channing, Michigan.

Recently elected officers of the American Airlines Administrative Association of Tulsa are E. H. Roney, president; L. K. Chalupsky, vice president; H. J. Fox, secretary; L. E. Shea, treasurer, and J. J. Murphy, sergeant-at-arms.

Scholarships of \$500, \$400, \$300 and \$300 were awarded by the Lockheed Management Club of Burbank to Ronald Doctor, Dianna Gilmore, Majaal Baker and Barbara June McKinley, respectively.

Mr. Newt Wilson, president of Sky Chefs Incorporated, a national organization caterer serving food at both restaurants and on board airliners, was guest speaker at a recent meeting of the American Airlines Administrative Association, Tulsa, Okla.

The entry of Winston Rourk, Jr., in the Miami Soap Box Derby held recently was sponsored by the PAA Management Club. Winston's dad is a master mechanic at the PAA overhaul shops.

The Douglas El Segundo Management Club has become the first NAF club to give all members NAF pins free of charge.



F. J. SHERWIN (left), president of the Chicago Hardware Foundry Company, North Chicago, Ill., congratulates Edward Vlack, Sr., (right) on the completion of his 50th year with the company after presenting Mr. Vlack with a television set. The presentation was made at the 4th Annual Ladies Night.

**Life is a continual grind and we are either ground down or polished up—depending on the stuff we're made of.**

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**NAF FIRST VICE PRESIDENT RESIGNS**—Harold B. Lyda, a member of the NAF Board of Directors representing Trans World Airlines, Inc., for the past six years and elected 1st Vice President in 1952, resigned from the Board on August 10 following his July 24 resignation from TWA. Since 1951, Mr. Lyda has been on leave of absence from TWA serving as a management advisor on the Defense Manpower commission in Washington.



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SPRINGS, BUMPERS,  
BRAKE LINING,  
FARM TOOLS,  
OVERHEAD CONVEYORS,  
HIGHWAY GUARD RAILS

## MILITARY PLANNING FOR INDUSTRY

(Continued from Page 13)

If the prospective employee gets over these two hurdles, and I am still interested in him, I ask, "What are your qualifications for doing what you want to do?" Here a brief, but factual resume, preferably on one page, can be a good pointer to his qualifications. If he has told his story well and my interest has not as yet waned, I ask him to submit three or four copies of the resume so that the men in my company whom I believe might be interested in working with him can get together and study his qualifications at one time.

After this has been done, and only then, do I talk to the interviewee about compensation requirements. I believe it is wise to avoid haggling over the salary. A man's salary requirements can reveal important information about him and will of course be given consideration in determining the final decision on whether he will be employed.

An invaluable instrument in the exercise of foresight in our organization work in AMF consists of a huge cork board mounted on one wall of my office and on which my staff and I outline the present and sometimes the future organization of the company. This board serves as a sort of a work sheet on which we deliberate possible changes in company organization from day to day. Each key position in the company and the name of the man who fills it is symbolized by a cardboard disk, all positions on the same level of authority having the same color.

Starting at the top of the chart we have the Chairman of the Board, Morehead Patterson. He also appears as President. Then comes the Advisory Committee which assists the President and Executive Vice President. Next come the Vice Presidents. On this level we now and then have blank cardboard disks on our chart. We seem to have made a habit of training our Vice Presidents too well. You never know when a blank spot will crop up because one of our Vice Presi-

(Continued on Page 34)

**PRIDE**  
IN  
**PROFESSIONAL FOREMANSHIP**  
*is a sure sign of*  
**GOOD MEN**  
**WORKING WITH A**  
**GOOD**  
**COMPANY**

\*  
**HARRIS - SEYBOLD**  
**COMPANY**  
**CLEVELAND - DAYTON**  
*Manufacturers of*  
**PRINTING PRESSES**  
**PAPER CUTTERS**  
*and other fine*  
**graphic arts equipment**



**DIRECTS MANAGE ADVERTISING PROGRAM**—Robert J. Lick, former advertising manager of Marion Power Shovel Company, Marion, Ohio, became MANAGE Magazine Advertising Manager on September 1, succeeding Frank X. McMenamin, who resigned on August 14 to join Cappel-McDonald & Co. of Dayton. Mr. Lick is 31 years old, married and father of two children, and a graduate of Ohio State University.

**YOU are a part of  
the greatest power in  
modern industry...**

**the management team!**

You have heard the term "management team" many times . . . but have you ever really considered what it means to the success of American industrial enterprise?

One vital element provided by members of the management team is "leadership." Without leadership, an operation as complex and vast as modern American industry would be hopelessly confused.

When you became a member of the management team as a foreman or supervisor, you automatically assumed responsibilities of leadership. This responsibility is above and beyond your mechanical and technical skill and knowledge. When you demonstrate the ability of leadership, you truly are a member of the management team!

**DAYTON DIVISIONS OF GENERAL MOTORS**

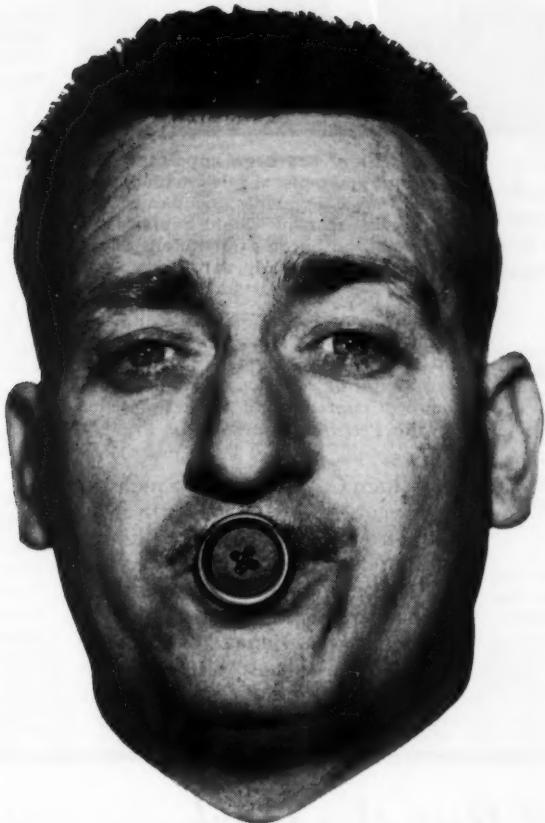
Aeroproducts Allison	Delco Products	
Frigidaire	Inland Mfg.	Moraine Products

# BRIGGS builds better

In the more than forty years since its founding, the Briggs Manufacturing Company has established an enviable reputation for outstanding quality. From the beginning, the Briggs business creed has been based on the firm belief that there is never a valid reason for accepting anything less than the best. The automobile bodies, Beautyware plumbing fixtures and other products, as well as the huge volume of defense work being produced by Briggs today are proof of the success of that underlying principle. And the people who make up the Briggs team are dedicated to the idea that the standards which have been so firmly established will never be lowered.

BRIGGS  
Manufacturing Company  
*Detroit, Michigan*





## It's your Right!

GO ahead, button your lip! If you're ever called upon to testify at a trial and feel that whatever you say might incriminate you, you don't have to talk—and no one can make you. It's your constitutional right *not* to appear as a witness against yourself.

But behind the Iron Curtain, it's a different story. Red bosses prepare your testimony first and then force you to say what they want to hear—even if it does incriminate you, even if it's a lie.

There are people in America working to take this right away from you. And, along with it, your right to speak freely, your right to vote, your right to freedom of worship and all your other rights. They're the people who want to substitute the Russian way for the American way. And they'll do it if you let them!

It's your job to stop them. You can do it by defending your rights whenever and wherever you see them attacked or threatened. Remember, they're *your* rights, so treat 'em *right*!

**TIMKEN**  
TRADE-MARK REG. U. S. PAT. OFF.

The Timken Roller Bearing Company  
*"The right to work shall not be abridged or made impotent"*

### DO YOU KNOW YOUR RIGHTS?

As Americans, we have the greatest freedom and the highest standard of living in the world. Help keep it that way by knowing your rights and guarding them well. Some of them are:

- \*Freedom of worship
- \*Right to secret ballot
- \*Right to know how your union spends your dues
- Freedom of speech
- Freedom of the press
- Right to criticize officials
- \*Right to know salaries of your union officials
- Freedom from search without warrant
- Right to petition government for redress of grievances
- \*Right to know if your union officials are Communists
- \*Right to know how your union is run
- Right to speedy and public trial by jury
- Right to help of a lawyer
- \*Right to bear your employer's side of disagreements
- Right not to appear as a witness against yourself
- \*Right to refuse to permit the "check-off" of union dues
- \*Right to go direct to your boss with a grievance
- Right to be presumed innocent until proved guilty
- Freedom to own property
- \*Right to work despite union jurisdictional disputes
- Freedom to work in any locality
- \*Right to proper supervision of your union welfare funds
- Freedom to start and manage a business
- Freedom to make a profit
- \*Right not to be fired by union leaders
- \*Right to vote on company's best offer
- \*These are rights you enjoy under the Taft-Hartley law.
- \*This is a right enjoyed by members of United Steel Workers, C.I.O. only when the Taft-Hartley law is invoked.

**THEY'RE YOUR RIGHTS,  
TREAT THEM RIGHT!**

# INDUSTRIAL SPOTLIGHT

Raymond A. Frick has been appointed vice president of the Brake Shoe & Castings division of American Brake Shoe company. He was formerly general works manager of the division.

Laminating equipment to produce a general line of aluminum, paper, plastic, synthetic rubber and cloth facings for superfine fiber glass for insulation has been put into operation at the Fiber Glass division of Libbey-Owens-Ford Glass company, it was announced recently by J. M. Johns, division president and general manager.

J. S. Thompson, A. A. Browne and T. Challoner have been named to the board of directors of Federal Electric Products company, it was announced recently. The three are top officials of the Pacific Electric Manufacturing corporation, San Francisco, recently acquired by Federal Electric.

H. V. Stehl has been appointed vice president and general sales manager for Inland Steel Products company, Milwaukee, Wisconsin. Stehl replaces W. A. Jahn, who becomes president of the Inland Steel company subsidiary.

The Scientific Design company has announced the appointment of Dr. Philip Edward Newman as European representative. He was formerly chief chemical engineer and project manager for the Pechiney company of France.

William C. Wickenden, a member of the controller's staff at the Norton company, has received the annual William M. Lybrand Award of the National Association of Cost Accountants for "outstanding character and excellence of contributions to the literature for the advancement of industrial accounting."

The opening date of October 6 has been assigned to the first comparison seminar ever held on organic bonding versus brazing and welding, it has been announced by the Eutectic Welding Alloys company of Flushing, New York.

Willard F. Rockwell, Jr., president of Rockwell Manufacturing company, has been appointed to the national board of directors of the Arthritis and Rheumatism Foundation. The appointment was announced by General George C. Kenney, Foundation president.

American Cyanamid company's Calco Chemical division will build a \$14 million titanium dioxide plant on the outskirts of Savannah, Georgia. Construction of the new plant will be completed early in 1955.

Wisconsin Motor corporation, Milwaukee, manufacturers of heavy-duty air-cooled engines, has announced the purchase of a plant formerly occupied by Sterling Motor Truck company, Milwaukee, which was absorbed by the White Motor company who subsequently moved the Sterling operation to Cleveland. The new plant will provide for a 60% increase in production, according to Harold A. Todd, Wisconsin Motor president.

## Look for and Buy the Package with the Rath Black Hawk Label . . .



For the Rath Black Hawk Indian Head Label is your assurance of consistent quality and finer flavor meats. They taste so deliciously different because every morsel is corn-fed—full of rich flavor. Mighty good eating and a mighty good buy!



*Finer Flavor from the Land O'Corn*  
**THE RATH PACKING COMPANY**  
**WATERLOO, IOWA**

you can't  
buy a **better**  
"soft" hammer  
—anywhere!



# JAW-HEAD



## FACES REPLACED IN SECONDS!

Just loosen a nut and old faces are easily replaced. Tighten nut, faces are in vise-like grip.

- Available from leading industrial suppliers. Also C/R Rawhide mallets and Rawhide mauls.

You get plenty of power and full protection for delicate parts and fine finishes in these tough, resilient water buffalo faces. And faces are easily, quickly replaced. You have a comfortable, non-slip grip with the Safety-Flare handle. Work with the best "soft" hammer — make sure it's a C/R RAWHIDE Jaw-Head.



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**SIRVIS**

### MECHANICAL LEATHER PRODUCTS

Boots, diaphragms, packings and other products that give dependable service under difficult operating conditions.



**PERFECT Oil Seals**

More automobiles, farm and industrial machines rely on C/R Oil Seals than on any similar sealing device. 1800 sizes, 16 types, immediately available.



**SIRVENE**

**SYNTHETIC RUBBER PARTS**  
Custom-engineered, chemically specialized and custom-built for critical service in aircraft, automotive and other mechanisms.

## MILITARY PLANNING FOR INDUSTRY

(Continued from Page 28)

dents has moved on to be President of some other company.

Next on the chart is a breakdown of our operating groups, divisions, plants and subsidiary companies. If a subsidiary is an autonomous organization we indicate it as such on the chart by listing the Board of Directors on a little square card below its name. Each plant and subsidiary is broken down in turn into its different departments, such as engineering, manufacturing, and sales.

Supplementing the cork board in my office we have an organization manual which includes bulletins on company policies and procedures in addition to copies of the afore-mentioned chart or segments of it. The manual is ordered according to our organizational breakdown by plants, subsidiaries, divisions, and operating groups.

The chart and manual are a great help when I sit down with my associates to consider proposed changes in our company's organizational structure. With the aid of the little paper disks and the push pins, we can completely reshuffle the organization of American Machine & Foundry Company overnight, though the changes we set up may not be intended for execution until far in the future.

Let me tell you how we check up on the effectiveness of an organization and the men in it. Here again, we use questions. For example, I am interested in learning how one of my immediate subordinates at American Machine & Foundry Company is progressing. I discuss the weather or some equally general subject with him for awhile to get his guard down, and then ask him the question, "What is your job?"

Perhaps he can give me a clear-cut answer in 30 seconds, perhaps it will take a number of minutes. However, if he takes over an hour I begin to get worried. In any case, when we are through with that question we either agree on exactly what his job is or he no longer has a job with our company.

In answer to my second question,

"How are you getting along in your job?" he should, ideally, answer that he is getting along fine, that he doesn't have any superiors that are sabotaging everything he attempts, and that there exists a strong feeling of camaraderie among his associates.

In answering this question it is conceivable that he may talk briefly about the past, a little more fully about the present, and at length about the future. If he does, it is not necessary for me to ask my third question, "What are your plans for the future?" Naturally, in answer to this question I want to hear his own thoughts regarding his future work with the company, not an echo of his superior's thinking. The fourth and final question, "What can I do to help you?" expresses a basic element of our AMF working philosophy.

When these questions have been asked of all our key employees, and the answers obtained, we have a pretty good idea of how things are going at our company.

## CONVAIR'S CONSERVATION PROGRAM

(Continued from Page 14)

tices that require immediate action. This medium is also used to report progress of the overall conservation program and to commend responsible supervision when credit for outstanding activities is due. Convairity, the corporation newspaper, runs feature stories on conservation activities and gives individual departments publicity and recognition for conservation achievements. Colorful posters are located in strategic areas throughout the plant to stimulate conservation thinking and bring the employee's attention to wasteful practices.

The responsibility of stimulating interest in and coordinating preventive conservation functions is assigned to a section of the industrial engineering department. The supervisor of this section and his four conservation engineers work

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TOP  
QUALITY  
plus

The most complete  
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made by  
one manufacturer

THE NATIONAL SCREW & MFG. CO.  
CLEVELAND 4, OHIO

# Our **Foremen** And Our **Freedom**

*Excerpts from an address  
made by W. L. McGrath,  
President of The  
Williamson Heater Company  
and Vice President  
of Foremanship Foundation.*

"What is the relationship between our foremen and our freedom?

"I can assure you that it is very real; and that its recognition is, in my opinion, vital to the survival of our free competitive system.

"The foreman is, I believe, looked up to in his neighborhood. He is looked up to by the people in his department. He is a man of considerable standing and ability. His words and his opinions are respected.

"If the foremen of this country understand our competitive system, and what it means to our freedom and our standard of living, I think they will be the greatest group of missionaries to preach this gospel that can be found anywhere in the United States.

"We have talked a lot about the teachers and the clergy and the newspapers. But I think the foremen are even more important because they are *inside industry*. They live and work among the people with whose opinions we are most concerned.

"If all the foremen in all the businesses in this country believe in our American way of life, *that is the kind of life we are going to have.*"



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"Our Foremen and  
Our Freedom," one of the  
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documents on the im-  
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DAYTON, OHIO



A non-profit organization  
supported by companies who  
believe that America's Foremen  
help steer America's future.

# How would YOU have solved this?



**NOTE:** In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than September 28, 1953. Address your solutions of no more than 500 words to Editor, MANAGE, 321 W. First Street, Dayton 2, Ohio.

## HERE IS THE SUPERVISORY PROBLEM FOR SEPTEMBER

When Tom Smith graduated from high school, he went to work for the American Manufacturing Company as an apprentice machinist. Tom was an intelligent, hard-working young man, and after ten years and a series of good promotions in the machine shop, he was transferred to the engineering department as he had shown a definite aptitude for this type of work.

Ten more years in engineering has seen Tom rise within the department into a very responsible position. He is very happy here and gives the job all he has. The vice president in charge of engineering has on several occasions sent Tom commendations for his good work.

This should all lead to the supposition that Tom is "set" with a secure position and a promising future at American Manufacturing.

But recently a management consultant firm was retained by American Manufacturing to survey the company and decide upon necessary changes for more efficient operation.

Among the recommendations made by this firm to the vice president in charge of engineering concerning his division was that of the dismissal of Tom Smith for incompetency. According to the consultant's data, Tom's job requires a college education. But Tom doesn't have a diploma; he only has 20 years of service to his company.

As vice president in charge of engineering, how would you deal with this recommendation of the management consultant? Would you fire Tom because of his lack of education? Or would you keep him on the job because of his seniority and competence?

### *Here Was the August Supervisory Problem*

64-year-old Will Brown is a salesman employed by Acme Electrical Appliances, Inc., and has been for the past twenty years the top salesman in the firm's sales force. Each year Will walks off with the pin awarded for the best sales record, and his district often wins special sales contests mainly due to his contribution. Although Acme employs many well-trained younger men, none can approach his sales record.

As was stated before, Will is 64 and will reach the 65-year mark in a few months. As the company has a strictly enforced retirement policy which requires employees to be retired on their 65th birthday, Will's superiors are deeply concerned. They feel that they cannot afford to lose such a good man at this time when sales are tightening up. It is true that Will has two "understudies" in his district, but it is very doubtful whether they can keep the district sales up to their present peak without Will.

Physically, there is nothing to prevent Will from working at his job for another ten years, and he has often expressed such a desire. But his superiors feel that by keeping him on they will create trouble as other men reach 65 and must retire involuntarily.

What would you do if you were Will's superiors? Do you think he should be retired when he reaches the age limit and thereby conform with company policy? Or would you risk the criticism

and consequences of breaking policy by keeping him on the job regardless of age, thus keeping your sales organization in tip-top condition?

## AUGUST WINNERS

Following are the best "solutions" to the supervisory problem of the August issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

### **Employee Emeritus**

*By J. R. Osterlind, Consolidated Vultee Aircraft Corporation, San Diego, Calif.*

The problem of what to do with employees who have reached the technical retirement age is a bugaboo that tantalizes many a management. As in the case of Will Brown, many candidates for retirement maintain their judgment and mental agility far past the arbitrary 65-year age limit and as such can offer to a company a wealth of knowledge that only comes with experience.

Forcing these people into premature retirement not only presents a loss to a company but what is far more damaging removes a very positive stimulus for their own happiness. On the other hand, their continuing as an active part of the organization presents certain intangible problems in the way of potential promotions for younger people, who also have a future to consider and who may, very likely, have potential talents equal to the older employee.

As a possible solution it is suggested that a new concept for the company be established in the form of "employee emeritus." As such, these employees who want to continue and have something very definite to offer should be retained on the company payroll at a very nominal salary. They would relinquish their official capacity in the organization but would be "on call" in an advisory capacity as a free agent. New department heads would be encouraged to invite them to attend departmental meetings and enter into the discussion on an advisory or counseling basis only.

Well defined tasks could be assigned but only those with a clear cut start and stop date and those generally of a limited duration. Frequency of using them for these tasks should be limited to a certain prescribed number per

month or a limited number of hours per month. They should be invited to participate in all company activities. Selection should be by a management committee and should be limited to those willing and who have something real to contribute to the organization.

By following this program of internship in reverse, a workable solution to those fading-away years might evolve and remove the often disastrous effects of sudden change to the benefit of both the company and the employee.

#### Elder Statesman

By L. J. Herrig, Joy Manufacturing Company, New Philadelphia, Ohio

The solution to the problem of the Acme Electric Appliances Company in the case of star salesman Will Brown consists not in finding a diplomatic way to continue him in his present position past the mandatory retirement age, but rather in correcting the error of having kept him in that position as long as they did. A salesman with Mr. Brown's outstanding record must certainly have developed unusually effective sales techniques and must have great confidence in and enthusiasm for the products he sells. He also must have the ability to communicate that confidence and enthusiasm to his contacts. He, therefore, should have long since been promoted to a supervisory or training position in the sales department. There his abilities could have had a beneficial effect on the entire sales picture rather than on the sales of just one district.

With Mr. Brown so close to retirement age, a straight-forward supervisory position is now out of the question unless the company is prepared to reverse its strictly enforced policy. The company can, however, still utilize Mr. Brown's abilities by appointing him to an "advisory" position in the sales department when he reaches the retirement age in a few months. As an advisor he can assume the role of "elder statesman" and be just as effective in sales training as under another title. The company will be bending, but not actually breaking, its strict rule. Since Mr. Brown's abilities are recognized and since increased sales are to the advantage of everyone in the company, there should be little resentment at this maneuver.

Meanwhile, Mr. Brown's retirement from his district sales position may not be so disastrous as feared. With his consistently good record over the years, many of his sales must have been repeat sales, and it is probable that a man with lesser abilities can do as well as he now that the contacts are well established.

#### Revamped Policy

By A. M. Morrison, Lockheed Aircraft Company, Burbank, California

If I were Will Brown's supervisor, I would recommend to the members of management, who have the authority to do so, that they change the fixed retirement policy to one which is flexible enough to suit the special conditions

which arise when individuals are involved.

The chief purposes of a company retirement income plan are (1) to enable the company to provide financial incentives to its employees for continuing long-time service and (2) to permit it to replace less valuable older workers with more efficient, younger employees. The compulsory retirement of workers age 65 is based on the fallacious assumption that every worker who reaches that age automatically becomes less valuable than a younger replacement. Compulsory retirement has been instituted to avoid the responsibility of selecting and terminating those employees who have become less valuable because of either physical or psychological deterioration.

Management cannot avoid its responsibility in the selection of new employees or of terminating those who indicate, for a variety of reasons, that they cannot do the job for which they were hired. Good management, therefore, has the same responsibility to the company to select from the group of older employees those workers who are superior to possible replacements and those who are not. In times of labor shortages this selection process, subject to annual review, may be a blanket permission for all employees over 65 to continue as long as they satisfy their supervision that they can do the job. Such a blanket permission to work indicates that replacements are not available, or that they are of extremely poor quality.

In time of more plentiful supply of replacements, an employee could be terminated automatically at age 65 subject to rehire based on the opinion of a group of management personnel qualified in the selection of employees. This would permit replacements where they are indicated by the review and would provide a definite age basis for the long-time planning necessary to meet the social and financial problems of retirement. The rehire could be for a selected period of time and subject to review for the purpose of a later decision concerning continuing employment or termination.

From the viewpoint of the national economy, the increasing percentage of our population reaching and passing age 65 indicates that it is sound policy to permit older workers, who are able and desirous of working, to contribute to the national product in the job in which they are most productive. The bigger the national product, the more there is to divide up among the individual citizens. Recent studies have indicated that many older workers who have been forced to retire, seek and accept employment in other jobs. Probably in many cases there is an economic loss, both to the company which mistakenly let them go and to the nation as a whole. Management can find a solution to this problem which is no more complicated in personnel considerations than the problems of promotion, demotion and lay-off.

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## Impact Sockets, Extensions, Adapters, Universal Wrenches

Here is a complete line of production tools — specifically designed to meet every nutrunning requirement—specifically built to withstand the strain and shock of impact tool operation.

Available in thousands of stock types and sizes — each designed and built to insure greater freedom from quick wear-out and breakage. For longer service life, for lower tool costs, for greater output per tool—ask for Apex.



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## GEARED TO PROGRESS with management teamwork

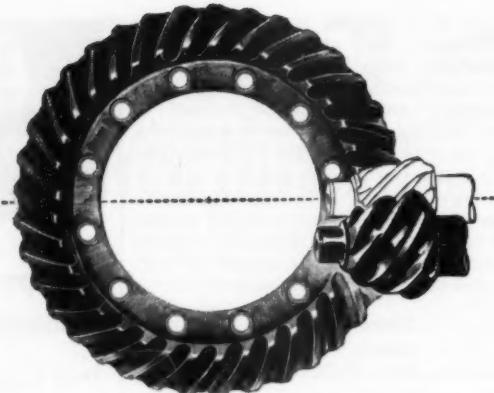
**HYPOID** Gearing for medium and heavy-duty trucks is one of the great advances in automotive design.

First a tough engineering problem and then a tough production problem, both were solved by management teamwork—from foremen to president.

Today, Hypoid Gearing is in high-volume production in Timken-Detroit plants. More important, it is in *high-quality* production.

Management is proud of this Timken-Detroit "first"—proud it is making such an important contribution to lower ton-mile costs on American highways.

**WORLD'S LARGEST MANUFACTURER OF AXLES FOR TRUCKS, BUSES AND TRAILERS**  
Plants at: Detroit and Jackson, Mich. • Oshkosh, Wis. • Utica, N. Y. • Ashtabula, Kenton and Newark, Ohio • New Castle, Pa.



THE TIMKEN-DETROIT AXLE COMPANY  
DETROIT 32, MICHIGAN

### CONVAIR'S CONSERVATION PROGRAM

(Continued from Page 34)

with the industrial engineers assigned to line departments to determine specific action that is required for accomplishment of conservation objectives. The conservation engineers and industrial engineers work with line supervision to conduct special drives and campaigns for promoting conservation thinking and action.

Line supervision gets an additional charge of conservation thinking through a series of regularly scheduled supervisory meetings given by conservation engineers. These meetings are conducted to give supervision at superintendent and general foreman level the objectives or goals that their departments are expected to obtain. The ways of attaining these objectives and specific items that require individual action are discussed in detail so that line supervision gets the benefit of a conservation specialist's technique and experience. The problems of the particular de-

partments are discussed and many good ideas are brought to light that are applicable in other areas throughout the plant. The meetings serve as a common meeting ground between the line and staff organizations where the problems of each are openly discussed and the solutions are resolved. In the event that the problem is of a plant-wide nature, a comprehensive survey is undertaken by the preventive conservation section and, if possible, conservation measures and systems of control are installed to put an end to wasteful practices.

#### WHAT WE CONSERVE

Our program not only covers the conservation of material, but it is designed to cover all categories of expense. It includes the conservation of materials stationery supplies, operating supplies, perishable tools, and utilities. It also includes manpower when directly connected with the above items.

One of the most spectacular surveys conducted by the preventive conservation section was designed

to reduce the use of masking, industrial and kraft tapes throughout the division. The entire problem was approached from a logical educational point of view. Every department using tape in any part of its operations was contacted and its tape applications analyzed to determine the possibility of either eliminating the application entirely or substituting a less expensive tape. To serve as technical advisers, representatives of the Minnesota Mining and Manufacturing Company (tape manufacturers) were called in to assist in the survey. Through the combined efforts of the technical advisers and the conservation engineers, it was found in many cases that three-inch industrial tape was being used where one inch would suffice. It was also found that special types of more expensive tapes were being used where ordinary masking tape was applicable. When the plant-wide requirements were determined, controls were set up to purchase only the required types and widths and to standardize the issue to de-

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MANAGE September 1953

# WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. MANAGE offers this objective report of the thinking of organized labor as a special service to management.

A READER OF "LABOR" Newspaper recently suggested in a letter to the editor of the publication that the real reason the paper blasts Senator McCarthy so often is that it is afraid he might decide to investigate them.

THE AMERICAN FEDERATION OF LABOR told the Senate-House Atomic Energy Committee that if and when atomic power is turned over to industry it fears private profit will be put ahead of public interest.

The following humorous story appeared in "AFL News-Reporter": "The other night Herbert Hoover had dinner at the White House. It was his first visit there since he left the Presidency 20 years ago. The next day, the value of shares traded on the New York Stock Exchange dropped by more than \$2 billion."

LABOR PUBLICATIONS recently criticized the President for asking the Hawaiian statehood bill be passed because, they said, "the big planters of the island will send two Republican senators to Washington." They have now changed their tune and are demanding to know why this bill wasn't passed before Congress quit for the summer.

4000 MEMBERS of the CIO Electrical Workers Local 447, Newark, New Jersey, turned out for a fashion show held in conjunction with a city pre-election rally sponsored by the Local's political action committee.

NINE AFL BUS DRIVERS recently sued Governor Battle and six other Virginia State officials who refused to reinstate the drivers after a strike in which they had shown disrespect for state authority.

RECENT LABOR BOARD RULINGS include one which states that adoption of a profit-sharing plan before a representative election constitutes interference with employees' rights.

A 500-CAR PARADE made up of unionists from three states drove through the streets of Milwaukee with brass bands blaring during the recent Milwaukee brewers strike. This seems to be the new trend from old-fashioned picketing.

DONATIONS to charities, colleges, churches, etc., should be taken out of the pockets of industry officials rather than company funds, claims one union newspaper editor.

While the CIO Brewery Workers were on strike in Milwaukee, AFL Teamsters drove through the picket lines outside the six struck plants.

"FEDERATION NEWS," publication of the Chicago Federation of Labor, suggests that non-union workers be called upon to sign the following card: "I refuse to accept any benefits won by the unions and hereby authorize and direct the company to withhold such benefits from my paycheck."

BY JOE PENFOLD

# All Outdoors

Ray Trullinger, outdoor editor, *New York World Telegram & Sun*, is a thoroughgoing sportsman who has been all over the outdoor map, fishing, hunting and shooting. He knows the score. In a recent column he rated the finned, furred and feathered prizes we seek. Here's what he wrote; check with your own experience and see how and which you'd rate as tops:

"Best eating fish of all: fresh-caught spring Chinook salmon, preferably broiled. Serve it with a tart hollandaise sauce, new boiled potatoes and fresh green peas and you've got a feast.

"Sportiest upland game bird to shoot and by far the most delicious to eat: the ruffed grouse.

"Garnet of the strictly fresh water fish: Maine's little land-locked salmon. No great shakes to eat, but a terrific fighter on a fly rod, as he should be.

"Best eating trout: the sea run cutthroat, with the eastern brookie a close second.

"Best trout to catch, assuming you like fast action and a jumping fish: the rainbow. In the instance of big trout, the steelhead, or sea run rainbow, is tops. Incidentally, there is little to choose between the Atlantic salmon and the Pacific steelhead when it comes to fighting qualities. Both are game to the last wiggle and spectacular jumpers.

"Fastest of oceanic fish: few people agree on this one, but we're disposed to award the speed crown to the wahoo, although there are which might equal or even surpass

others of the mackerel family this speedster's best. Certainly a dolphin isn't slow, and neither is a marlin.

"Easiest of upland game birds to hit and the poorest eating: the pheasant.

"Best little oceanic scrapper: the blue fish. (There are others equally scrappy, but we have a weakness for blues.)

"Smartest and most difficult to catch of the small, salt water fish: the mangrove snapper. (They drive us nuts!)

"Toughest animal to hunt and by far the best to eat: mountain sheep. Cougar hunting on foot behind hounds is no cinch either.

"Easiest big game animal to hunt and kill: the moose. Incidentally they're better eating than deer.

"Smartest of the so-called big game animals: the whitetail. When you down a big whitetail buck, either you're pretty smart or loaded with horseshoes.

"Tastiest of the shellfish: the Pacific Northwest's Dungeness crab. (Yeah, we've eaten Florida's stone crabs.)

"Most exciting duck to hunt: the black duck.

"Best duck to eat: A Currituck Sound canvasback, although any 'good' duck shot in that area after it has been feeding on wild celery for a couple of weeks is just about the canvasback's equal.

"Most difficult duck to hit: a downwind greenwing teal or any diving duck traveling with the

wind at maximum 12-gauge range.

"Most pleasant sound in the outdoors: a pair of lovesick loons or a moonstruck coyote. The melodious honking of geese far overhead is easy on the ears, too. Also, 'come and get it'.

"Best smells: deer liver and onions. Burning birchbark. Coffee boiling."

The U. S. Fish & Wildlife Service has just announced the possible migratory bird seasons, so the individual states will, by the time you read this, have set their seasons. It looks about the same as last year.

Which calls to mind some research notes from the Pittman-Robertson boys that ducks crippled by poor marksmanship and "sky-busting" make up a large part of the total duck kill. In the Horicon Marsh of Wisconsin last fall, 6,500 hunters were checked. From what they said for every five ducks taken home, at least two more were crippled and lost.

The sad part of it all is that most of such crippling losses need not happen. If trigger-happy hunters would learn to hold their fire until the ducks are in range, there would be just as many ducks killed and fewer cripples.

The Rocky Mountain Management Club of Denver announces winners in their monthly fishing derby. For June: 1st, Bob Kluge, Heiland Research Corp., with a 3 1/2 lb. 21" brookie; 2nd, Harold Spohn, General Iron Works, with a 2 lb. 1 1/2 oz. rainbow and 3rd, Frank Lubinski, Gates Rubber Co., with a 2 lb. 17" rainbow. For July Charles Lacy, assistant engineer for Gardner-Denver Co., was tops with a 4 lb. 9 oz. rainbow. That one stretched 25 1/4 inches. Albert Michaud, supervisor, Gates Rubber Co., landed a 2 lb. 14 oz. brown for second. 3rd place went to John Peters, plant superintendent for McFarlane Eggers Co. He tallied a 2 lb. 8 oz. rainbow.

Consolation prizes went to

MANAGE September 1953

Wayne D. Hardesty, production planner at Gates Rubber Co., and to Clarence Hester, division head at Gates also. Those Gates sportsmen seem to do all right.

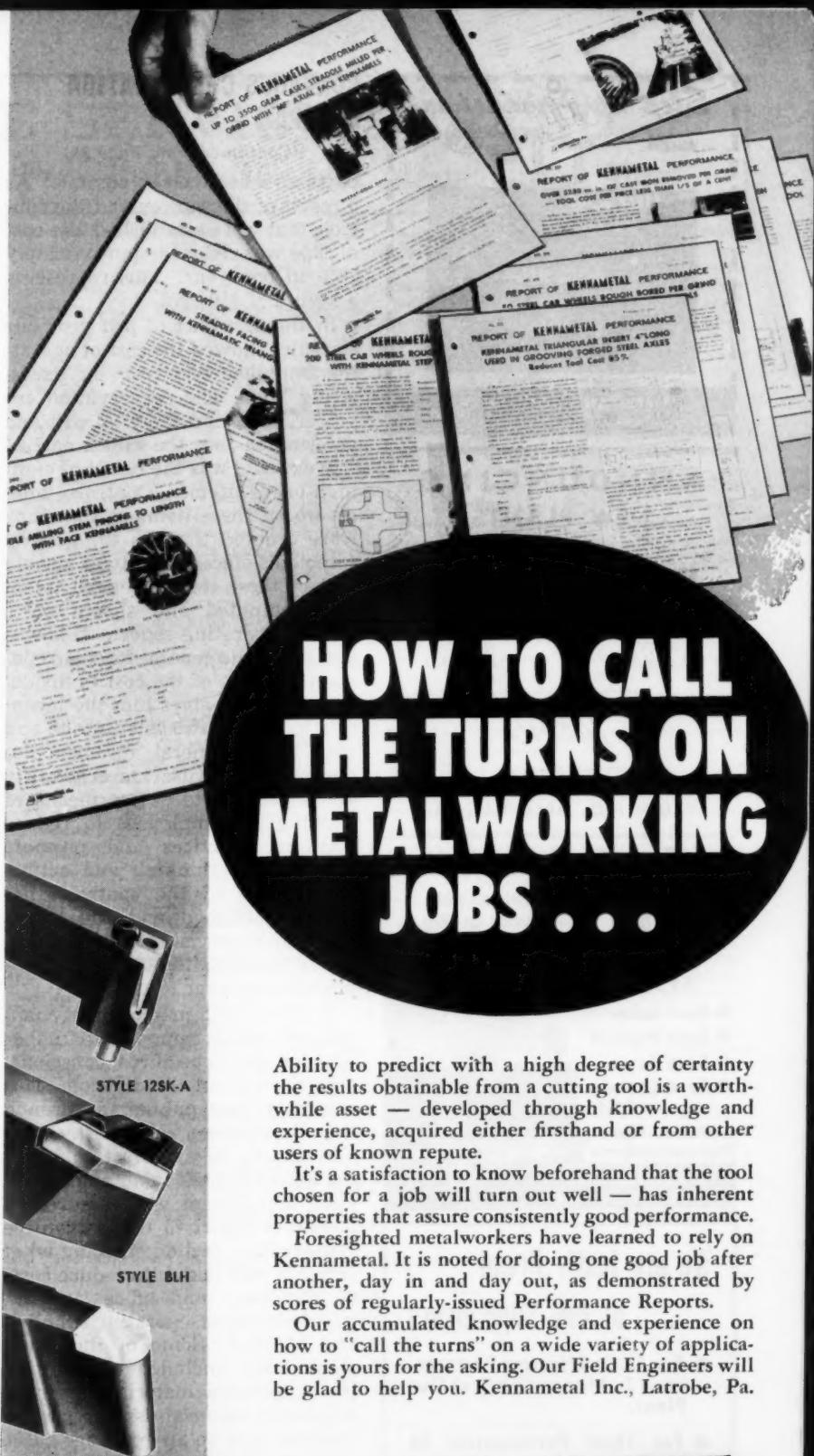
"It is fortunate that today there is a growing recognition on the part of land users and the public generally of the need to strengthen conservation in our upstream watersheds and to minimize flood damage. Inadequate conservation measures and unsound land-use patterns vastly increase the danger of loss of valuable topsoil from wind erosion in time of subnormal rainfall and from water erosion in time of floods.

"This should be done as an integral part of our total flood-control and water-use program. In our past efforts to better utilize our water resources, to control floods and to prevent loss of life and property, we have made large investments on the major waterways of the nation. Yet we have tended to neglect the serious waste involved in the loss of topsoil from the nation's farms and the clogging of our streams and channels which results from erosion on the upper reaches of the small streams and tributaries of the nation's rivers."—President Eisenhower in his special message to Congress.

It might be pointed out that in the closing hours of the last session, Congress passed a \$5,000,000 appropriation for small "Pilot Plant" watershed projects. This action may prove to have been one of the most important conservation steps ever taken by the federal government. And such a program, carried out conscientiously throughout the country on our watersheds, will do more to rehabilitate sport fishing than all the fish hatcheries, creel limits, seasons and game wardens which the states could devise or finance.

Colorado, with the largest herd of bighorn sheep in the country, will have its first open season since 1886. Only 169 permits will be issued. We'll have a report on this hunt next issue.

# **HOW TO CALL THE TURNS ON METALWORKING JOBS . . .**



Ability to predict with a high degree of certainty the results obtainable from a cutting tool is a worthwhile asset — developed through knowledge and experience, acquired either firsthand or from other users of known repute.

It's a satisfaction to know beforehand that the tool chosen for a job will turn out well — has inherent properties that assure consistently good performance.

Foresighted metalworkers have learned to rely on Kennametal. It is noted for doing one good job after another, day in and day out, as demonstrated by scores of regularly-issued Performance Reports.

Our accumulated knowledge and experience on how to "call the turns" on a wide variety of applications is yours for the asking. Our Field Engineers will be glad to help you. Kennametal Inc., Latrobe, Pa.

The image shows a black and white advertisement for KENNAMETAL. At the top left, the text "STYLE PC" is visible. The main title "KENNAMETAL" is written in large, bold, sans-serif letters. Below it, the slogan "CEMENTED CARBIDE TOOLING THAT INCREASES PRODUCTIVITY" is displayed in a smaller font. In the bottom right corner, there is a graphic element consisting of a rectangular base with a cylindrical component on top, accompanied by a small circle.

**Step up Production  
with TTC**

write for free illustrated catalog  
**TIEZMANN TOOL CORP.**

## ANNOUNCING NEW PLANTS

AT

**BELMONT**  
NORTH  
CAROLINA

**CLEVELAND**  
GEORGIA

**STANLEY**  
NORTH  
CAROLINA

**WOODLAND**  
NORTH  
CAROLINA



**TALON INC., MEADVILLE, PA.**

### A Tip to the Men on the Line...

## TOTE SYSTEM®

Complete automatic  
equipment for filling,  
handling and discharging  
bulk-handled materials.

- Save Labor
- Save Product
- Save Space
- Save Container Cost

Write for NEW  
Illustrated Literature

**TOTE SYSTEM, INC.**,  
810 So. 7th, Beatrice, Nebr.



## We are Justly Proud ... of Our Supervisors

- For Their Effective Performance In Management of Our Plant.
- For Their Participation In NAF Activities, Showing Their Interest in Management's Problems.

**THE WESTON PAPER AND MANUFACTURING CO.**  
Terre Haute, Indiana

## CONVAIR'S CONSERVATION PROGRAM

(Continued from Page 38)

parts as much as possible. As a result of this survey and the controls that were established, the cost of tape was reduced approximately 70% in one year. This represents a saving of \$108,272.

In the first part of last year our statistics showed the cost of operating supplies was running excessively high. The conservation engineers analyzed the total cost and determined that the major part of this expense was the result of eight high-usage items. Controls were set up on these items so that they were ordered through the general foremen's offices. The total weekly cost of these items by department was computed and shown on a weekly operating report. This system keeps the general foreman constantly aware of the cost in his department and gives him the incentive to reduce excessive usage and costs. The general foreman has opportunity to use his originality and ingenuity to devise means of training his employees to reduce wasteful practices and promote conservation thinking and action. The results of the controls that were established and the action taken by supervision showed a saving of \$293,163 for operating supplies in one year.

In May, 1952, management inaugurated a thrift campaign to further broaden the scope of cost consciousness throughout the division. This campaign was publicized through the *Supervisory Newsletter* and *Convairity* in an effort to instill the need for thrift in all employees. Each department was required to submit a report to the preventive conservation section showing what action it was taking to reduce costs of stationery and office supplies, perishable tools, operating supplies, and utilities. Some of the many steps taken included substituting less expensive material for more expensive material, issuing certain supplies only on an exchange basis, checking desks to do away with oversupply and placing display boards with items and unit costs where hourly employees could see them. The results of the thrift cam-

paign were outstanding—\$342,700 was saved the first three months it was in effect.

We are thoroughly convinced that almost every item of operating expense can be substantially reduced if the problem is properly approached and a moderate amount of effort exerted. If you are not considering operating supplies, stationery supplies, perishable tools and utilities in addition to materials in your conservation program, you are missing a good bet—a fertile field for conservation thinking and action!

## RECLAMATION AND SALVAGE

Our reclamation and salvage activities are an integral part of our conservation program. The reclamation and salvage groups work in close conjunction with the preventive conservation section to keep them informed of excessive or questionable accumulations. The preventive conservation section follows up on these leads to prevent recurrence of wasteful practice.

The reclamation of floored hardware is our most extensive reclamation process. From floor sweepings we reclaim everything that is economically profitable, such as rivets, nuts, bolts, clecos, AN parts. Here's how we do it. After floor sweepings are delivered to the salvage group by the traffic department, they are weighed and charged to the generating departments. When approximately 10,000 lbs. has been received, the accumulation is processed through a magnetic separator which segregates ferrous and non-ferrous materials and removes dirt, shavings, turnings, borings, paper and large material of no reclaim value. Residue from this primary sorting operation is delivered to the disposal group for their action and disposition.

The ferrous and non-ferrous materials are processed separately through a motorized conveyor belt with ten pick-up stations. At each station a specific item is picked up by hand and the residue is collected in a container at the end of the belt. Bolts, nuts, washers, clamps, collars, ice box rivets, huck rivets, cherry rivets, AN parts, etc., are separated in this manner and the

(Continued on Page 44)

# ★ MANAGE SERVICE BUREAU ★

## New Products and Free Publications for Management Men

### **Special To Manage Readers**

H. F. Fischer, President of **Fischer and Associates Engineering Organization** has offered a free subscription to his new monthly magazine "The Open Door" to **Manage** readers. This publication contains articles on engineering topics of interest to both management executives and engineers. Regardless of your position or the nature of your industry, this interesting publication is yours for supplementary reading for the improvement of work in your particular job. You never can tell what ideas you may gather here to help you.

**CIRCLE 901 ON SERVICE COUPON**

### **For Your Personal Library**

Here's another special to **Manage** readers—the **National Safety Council** has a fine booklet "Working Together For Safety," a manual of safe practices, free copy of which will be sent to you if you circle the number and send in to **Manage** now.

This booklet is 32 pages of vital information on such subjects as: general safety regulations, machine operations, hand tools, electrical equipment and power tools, gas cylinders and compressed air, and many other subjects you contact in your day by day supervisory function.

Much of the material in the booklet is basic but all of it is common sense and important to you.

Additional copies for your associates will probably cost a nominal amount but a free sample copy is yours, if you—

**CIRCLE 902 ON SERVICE COUPON**

### **Servicekit For Sportsmen**

The Servicekit is designed to give the Sportsman a complete pocket pack that will enable him to handle practically all the emergencies that might arise during any of his trips.

Most Sportsmen have, somewhere, equipment for repair of their gear, and Health First Aid Packs. All too often, though, this equipment is left at home, or in the car, or tackle box, and is never at hand when most needed. This outdoor Servicekit is designed to completely eliminate this trouble. May be placed in hunting or fishing pocket and left there. It will always be together and ready.

For price and other information—

**CIRCLE 903 ON SERVICE COUPON**

### **Safe and Convenient Pliers**

A new convenience and safety idea in pliers is the "cushion throat" now being introduced by the **Utica Drop Forge & Tool Corporation**. Particularly valuable in pliers used for cutting electrical or spring wire, this cushion throat insert acts as a third hand to hold the short end of the wire during and after cutting. The "cushion" is tough, rubbery red Plastisol, bonded in the throat beside the pliers' cutting edges. As the pliers close, the Plastisol cushion grips the short end of the wire very tightly, holding as the cut is made. Generally,

the pliers must be opened to release the cut wire end.

For more information on this and other Utica tools—

**CIRCLE 904 ON SERVICE COUPON**

### **Doctor's Instruments For Production Problems**

An ingenious tube, used by physicians to examine inside a man's stomach, now aids inspection of machinery, dies and other products with cavities. Just as the doctor inserts the gastroscope down the throat into the stomach, production men now can place the tube along narrow passages or into molded cavities. The "Inspectoscope" fits through a  $\frac{1}{2}$ " opening. The thin tube contains a complex set of tiny lenses. As many as 60 of these tiny precision lenses reflect the image back and forth to the inspector's eye. A strong light illuminates the area looked at. For descriptive folder—

**CIRCLE 905 ON SERVICE COUPON**

### **On Flexible Hose and Fittings**

Because flexible metal hose has 1001 uses throughout industry, catalog No. 200 offered free by **Titeflex Inc.** should be a handy addition to your technical books. This company has published one of the most comprehensive and informative metal hose catalogs ever printed.

Of particular interest to production and maintenance supervisors is the section on installation and care of hose and correct method for applying fittings. It's free to **Manage** readers—

**CIRCLE 906 ON SERVICE COUPON**

### **New Literature Offered**

(Circle the Number on Service Coupon)

**907**—Eighteen new 1953 welding develop-

ments have been announced by **Eutectic Welding Alloys Corporation** in an 8-page simulated "New Products Magazine." Following closely on the format of the "digest" type publications, the new folder contains short, factual descriptions of the welding alloy and the organic bonding developments which have emanated from its research department since the first of the year.

**908**—A new 40-page catalog of **Thor** portable electric power tools has been announced by **Thor Power Tool Company**. The catalog, No. 39-A, gives complete illustrations, descriptions, specifications, and prices on all Thor universal electric industrial and automotive tools, including drills, grinders, hammers, saws, screwdrivers, nut setters, sanders, polishers, tappers, nibblers, balancers, impact wrenches, etc.

**909**—Production men who use rotary stock stops, floating holders, tap holders and hinged shoe bushing blanks will want the **Barnaby** catalog illustrating this company's complete line. Specifications, sizes and prices are tabulated. Tools are properly illustrated. Barnaby tools are sturdy, high precision tools made of the best materials.

**910**—An illustrated bulletin describing the unusual versatility and cost-cutting features of the recently announced **SHEAR-SPEED Soluble Oil**—for use in practically all types of metal cutting, grinding and forming operations—is available from **SHEAR-SPEED CHEMICAL PRODUCTS**, division of **Michigan Tool Co.** Photos of typical applications illustrate the unusually wide range of both heavy and light operations accomplished with the new coolant-lubricant—containing a multi-viscosity blend which enables it to handle the maximum range of speeds, feeds and materials, according to the manufacturer. General operating instructions and recommended dilutions are included.

Note: Inquiries for the items listed above will not be serviced beyond October 30.

## **MANAGE MAGAZINE**

321 W. First St., Dayton 2, Ohio

1953

**MANAGE  
SERVICE  
BUREAU**

Please send me further information on items circled below:

901	903	905	907	909
902	904	906	908	910

Name ..... Position .....

Firm ..... Business .....

Please  Firm address  
 check one  Home address } Street .....

City ..... Zone ..... State .....



SHE CAN SING TOO claims Warner Brothers when praising the various talents of Gale Robbins, who plays the role of the glamorous Chicago theatrical star, Adelaide Adams in "Calamity Jane."

## Whole-heartedly!

We are behind the work and principles of the National Association of Foremen.

# Keweenee

congratulates you on your progress and achievements as daily reflected in our own plant by the numerous foremen who are members of your fine organization.

*Keweenee Mfg. Co.*

J. A. Campbell, President

5110 S. Center St. Adrian, Michigan

## CONVAIR'S CONSERVATION PROGRAM

(Continued from Page 42)

residue is forwarded to the disposal group for sale as ferrous and non-ferrous mixed materials. Bolts, nuts and ice box rivets are processed through a diameter sorting machine which separates them according to head diameter. The bolts and ice box rivets are then run through a length sorting machine for the final sizing operation. After the final mechanized sorting is completed, nuts, collars, ice box rivets, washers, clecos, AN parts and perishable tools are hand sorted for size and inspected by the salvage group before return to stock. All items that are reclaimed are weighed and/or counted and records are kept of the dollar value and the total amount of floored hardware returned to stock.

Electrical plugs are reclaimed from rejected and obsolete electrical harnesses—lumber is reclaimed from skids, pallets and shipping crates. All clean paper that is suitable for use in our shipping section is shredded and baled and delivered to them for dunnage in our shipping operations. Corrugated boxes of all sizes are reclaimed from paper trash, segregated and bundled according to size and returned to the stores section for re-issue.

The salvage group handles the final disposition of all unreclaimable material. This group verifies the segregation of all waste materials to insure that contamination does not reduce the sale price. They prepare bids for all salable scrap, including obsolete and surplus materials, and mail to all prospective bidders on the Air Force-approved list to obtain the highest market price. They maintain records of receipt and disposition of all items handled and prepare a monthly scrap report which is used by the preventive conservation section in its preventive function.

## WHAT THE FUTURE HOLDS FOR CONSERVATION

Although we have shown exceptional results from last year's ac-

MANAGE September 1953

tivities, we realize we have a long way to go. There is no "miracle" cure for wasteful practices. To keep conservation thinking and action alive, we are constantly looking for new ideas and techniques in the form of advertisements and manufacturing methods. We have developed definite cost objectives for 1953 and presented them along with our complete conservation program to all supervision in a conservation brochure. Line supervision has contributed to the setting of these objectives, since the objectives are based on the low cost months of operation for last year. Not only are the objectives for the coming year spelled out, but the positive action necessary for the accomplishment of these objectives is set forth. We feel that if supervision knows what objectives are expected of them, they will make an honest effort to obtain these objectives.

This we know—there is always a way to conserve on almost every category of expense. Through careful unceasing attention to a multitude of details, we can make conservation a vital and living thing—an integral part of every employee's job.

#### **IF I WERE FOREMAN . . .**

(Continued from Page 17)

they also learn to recognize his responsibilities and problems. The same is true for the foreman. He learns to listen to the worker's side of the story and to their troubles. The net result is better cooperation, higher morale and increased production.

"We feel the steward-foreman conferences have definitely been successful at the overhaul base and are already extending the program to other locations where TWA has large concentrations of contract employees."

Better understanding between union and management has already resulted from the conferences, according to Ray Dunn, director of engineering and maintenance at the base.

(Continued on Page 46)

# **GREETINGS**

**We extend our heartiest congratulations to The National Association of Foremen, and our sincere wishes for an enjoyable and mutually beneficial National Convention.**

# **JOY MANUFACTURING COMPANY**

**General Offices: Oliver Bldg., Pittsburgh 22, Pa.**

**Plants, Branch Offices and Distributors**

**Located Around the World**

#### **CONVENTION CONFERENCE LEADERS**

Two new conference leaders have been added to the program of the 30th Annual NAF Convention. Robert Wilson of the industrial relations department of the Inland Steel company will conduct a conference entitled "In Our Hands." The other addition to the program will be Harry P. Jeffrey, Dayton attorney, who will conduct the conference on "Legislative Actions Affecting Foremen." Both conferences will be held Friday afternoon, September 25.



## THE RIGHT FLOOR MATTING TO INCREASE PRODUCTION

Increased production is assured when your workers stand on **Springboard** Floor Matting.

**Springboard** has dozens and dozens of live rubber feet under the mat that give a feeling of "Walking on Air."

- Prevent Fatigue
- Insulate Against Static Shock
- Easy to Handle
- Low In Cost
- Easy to Clean
- Always Dry, Even On Wet Floors.
- Very Flexible, Any Size

Order A Trial Size Today

**SOUTHERN MFG. CO.**  
1814 DeSiard St. Monroe, La.

## Refresh Yourself In Practical Shop Mathematics

Mathematics is an essential tool to every factory executive. Whether your formal education stopped after college, in college, in high school or grade school, your math may need brushing up now.

A suitable refresher course in practical shop mathematics is part of the **Lincoln Factory Executive Service**. Look into this thorough home study course —just what you've been seeking to keep "Growing."

Write today for free 48 page descriptive brochure, "Getting Ahead In Industry."

## LINCOLN EXTENSION INSTITUTE, INC.

1401 W. 75th St., Cleveland 2, Ohio  
"The School of the Factory Executive"

Louis S. Vosburgh, President  
J. Francis Carle, M.A.,  
Educational Director

## IF I WERE FOREMAN . . .

(Continued from Page 45)

"Since the supervisor and the steward have many common and overlapping problems in accomplishing their assignments," he reports, "the conferences have proved an excellent means of bringing the two groups closer together.

"Because both depend on people to get the job done, both must earn the respect and confidence of their people, each must have a good understanding of the attitudes, characteristics and dispositions of the people with whom they have contact. These conferences have been of great help in making each group conscious of their common problems by providing opportunity for the exchange of many tried and proved ideas which have come from the combined experiences of both parties.

"The time spent on this program has been recovered several times through more efficient and cooperative handling of common problems."

This is management talking, but just as important to the success of the program is its appeal to the company's union representatives.

Cliff Miller, general chairman of district lodge 142 of the International Association of Machinists and a mechanic on leave from TWA, puts labor's blessing on the conferences:

"Industrial relations is a small, but extremely important, integral portion of the art of human relations. Like all elements of successful human relations, it must include a mutual feeling of honor, respect, understanding and a desire for cooperation. Our organization is hopeful that these principles will be developed to a greater degree by this jointly-endorsed program."

And most valuable of all has been the enthusiastic endorsement of the program by the 250 men who have gone through the conferences.

One steward at the base came nearest to expressing the general acceptance of the program in a letter to Training Manager Cardwell: "I think that over a period of

time we are prone to forget our duties in a broad sense and the headaches the other fellow has.

"The better satisfied we all are, the better our morale, the better job we can do for TWA. Here's hoping that meetings of this type will be at least a yearly occasion."

## WASHINGTON REPORT FOR SUPERVISORS

(Continued from Page 18)

hear Wisconsin's Sen. Joseph McCarthy, No. 1 foe of the commies, speaking Russian—fluently!

One of the principle duties of Howell Crim, chief White House usher, is to make sure President Eisenhower has a \$5 bill in his jeans before he goes to church on Sunday. Tradition, it seems, dictates that is the proper amount for a chief executive to toss in the plate.

And speaking of church, the House passed a bill in the closing weeks of the session providing for a quiet retreat in the Capitol where members of Congress can pray and meditate. The bill directs the Capitol architect to equip as a prayer room an unused room near the rotunda.

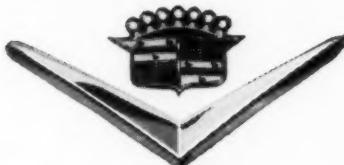
Faces recently were red at the Central Intelligence agency when police returned their radio transmitter. The CIA, which is responsible for the nation's security, didn't even know it was stolen.

And here's an indication that government agencies don't have a monopoly on gobbledegook. The Navy, in a service telephone directory lists "adcomphibpacgruwespac" as an abbreviation for Administrative Command Amphibious Group, Western Pacific, and "comsubgrumespac" as short for Commander Submarine, West Pacific. Even if the printer slips on these two it won't make much difference.

Joke of the month: Mail service to *Democrat*, N. C., a fourth class post office, has been discontinued. The Republican administration says the action is nonpolitical and comprises part of a move to eliminate small, inefficient post offices. By the way, *Democrat* is in Buncombe county. Anyway, there still is a *Democrat*, Ky., post office.



# Equipment on All These Fine Car Engines



On every CADILLAC since 1914



On every PONTIAC since 1926



On every CHEVROLET since 1916



On every OLDSMOBILE since 1911



On every GMC truck since 1913



On every BUICK since 1908



## Only Spark Plug with Patented CORALOX Insulator

Spark plugs, like people, can be judged by the company they keep—and ACs are standard equipment on almost as many new cars as all other makes combined.

ACs are the only Spark Plugs with patented CORALOX Insulator—greatest spark plug advancement in more than 40 years.

CORALOX resists the formation of oxide and

carbon coatings to a far greater degree than any previous insulator. Such deposits can and do cause spark plugs to "short" and misfire, especially when the engine is under heavy load during acceleration or hill climbing.

This intermittent "miss" can rob your engine of as much as 10% of its power—can waste as much as 10% of your gasoline.

DEPENDABILITY...  
that builds dividends

# Delco Motors

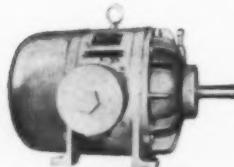
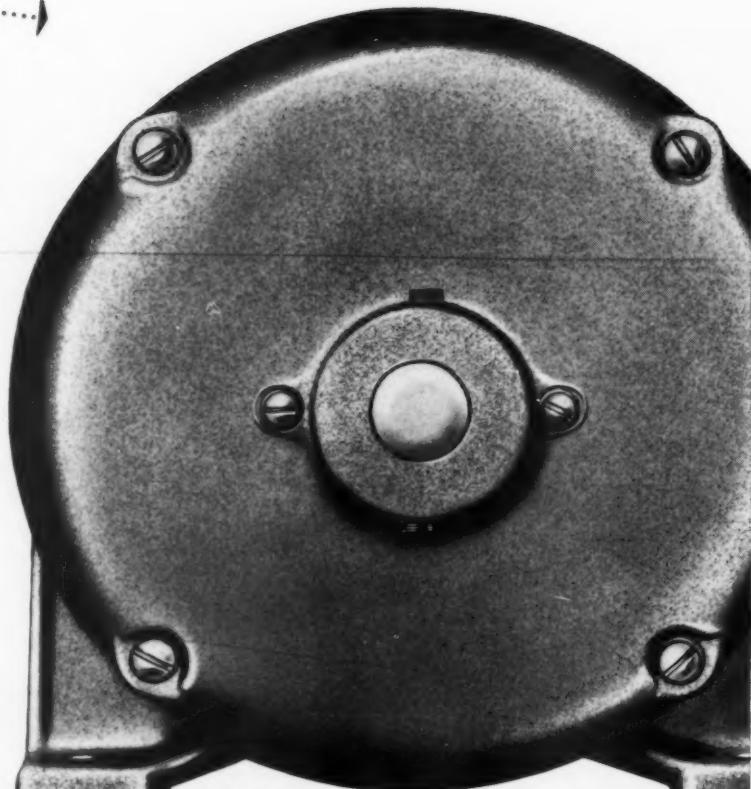
Delco integral motors are one item of manufacturing cost that does not come under the head of "variable." They are so consistently dependable in operation that they have a stabilizing effect on production costs—and on dividends.

There are Delco motors for most applications—motors that will fit into **your** needs. A sales engineer from any one of the offices listed below will respond to your inquiry.



## DELCO PRODUCTS

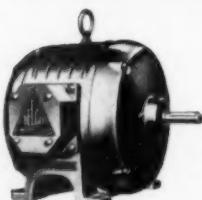
Division of General Motors Corporation  
Dayton, Ohio



Explosion-Proof Motor



Open Ball-Bearing Motor



Totally Enclosed Motor



Totally Enclosed Fan-Cooled Motor

**SALES OFFICES:** Atlanta • Chicago • Cincinnati • Cleveland • Dallas • Detroit • Hartford • Philadelphia • St. Louis • San Francisco

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